

LEVEL II

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UNITED STATES AIR FORCE

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# OCCUPATIONAL SURVEY REPORT



FOOD SERVICE CAREER LADDER

AFSC 622X0

AFPT-90-622-405

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OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78148

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# TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE -----	111
SUMMARY OF RESULTS -----	iv
INTRODUCTION -----	1
SURVEY METHODOLOGY -----	2
CAREER LADDER STRUCTURE -----	6
ANALYSIS OF DAFSC GROUPS -----	21
ANALYSIS OF AFMS GROUPS -----	36
ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS -----	48
ANALYSIS OF MAJOR AIR COMMAND GROUPS -----	50
ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS -----	52
TRAINING ANALYSIS -----	53
AFSC 621X0/622X0 MERGER ANALYSIS -----	61
COMPARISON OF CURRENT SURVEY TO PREVIOUS SURVEY -----	63
IMPLICATIONS -----	67
APPENDIX A -----	69

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Food Service career ladder (AFSC 622X0). The project was directed by USAF Program Technical Training, Volume Two, dated June 1979. Authority for conducting occupational surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

The occupational analysis program within the Air Force has been in existence since 1956 when initial research was undertaken by the Air Force Human Resources Laboratory to develop the methodology for conducting occupational surveys. In 1967, an operational analysis program was established within Air Training Command and surveys were produced annually on 12 enlisted specialties. In 1972, the program was expanded to annually produce occupational surveys of 51 career ladders. In late 1976, the program was again expanded to include the survey of officer utilization fields, to permit special management application projects, and to support interservice or joint service occupational analysis.

The survey instrument was developed by CMSgt Robert M. Wing, Inventory Development Specialist. Mr. Robert L. Alton, Occupational Survey Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Jimmy L. Mitchell, Chief, Airman Career Ladders Analysis Section, Occupational Analysis Branch, USAF Occupational Measurement Center, Randolph AFB, Texas 78148.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Manpower and Personnel Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Computer Programming Branch, Technical Services Division, AFHRL.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78148.

This report has been reviewed and is approved.

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## SUMMARY OF RESULTS

1. Survey Coverage: The Food Service career ladder job inventory was administered worldwide between September and December 1979. The 2,435 respondents in the survey sample represent 57 percent of the assigned Food Service personnel.

2. Career Ladder Structure: Five of the 14 job groups identified in this study involved primarily food preparation, cooking, or serving functions, while seven groups represented the supervisory and managerial aspects of the career ladder. The remaining two groups were performing almost totally technical jobs in the administrative and subsistence supply functions. Generally, the job types were rather specialized and narrow in scope, thus presenting an overall picture of a career ladder that was somewhat heterogeneous in nature.

3. Career Ladder Progression: Personnel at the 3- and 5-skill level spent most of their job time performing technical tasks, while at the 7-skill level, supervisory and administrative functions became the dominant characteristics of the job. Nine-skill level NCOs and CEMs performed predominantly staff type jobs, with few technical tasks reported.

4. CONUS and Overseas Groups: There was little difference noted between the two groups. The only notable difference was the slightly higher percentage of overseas personnel performing tasks relating to serving foods, preparing serving lines, and cleaning food service equipment.

5. AFR 39-1 Specialty Description: The 7- and 9-skill level specialty descriptions were accurate in displaying the nature of those jobs. The 3- and 5-skill level description may require some adjustments to reflect the significance of the administrative support, storeroom, and money handling and accounting functions of the career ladder.

6. Training Analysis: The STS is generally complete in coverage of the significant jobs in the career ladder. One subparagraph relating to storeroom procedures should be evaluated for possible expansion. Two POI course units pertaining to the baking function warrant review due to low percent members performing among first enlistment personnel.

7. AFSC 621X0/622X0 Merger Analysis: Although prior Baker (AFSC 621X0) personnel are specializing in baking tasks in some instances, by and large they have been effectively assimilated into the 622X0 career ladder. At the same time, 622X0 career ladder personnel are performing baking tasks in proportion to the limited part of the career ladder devoted to baking functions.

8. Comparison of Current Survey to Previous Survey: Generally, the career ladder structure has been stable between 1973 and 1980. New job types were identified which relate to the merger of the Bakers and Cooks (621X0/622X0) career ladders and to the food service contracting policy.

9. Implications: Low job satisfaction indicators for personnel in kitchen oriented jobs represent potential problems which career ladder managers need to be aware of; some type of job rotation may be desirable. The storeroom function requires further study by managers in regards to the appropriateness of using Food Service personnel to perform this function.

OCCUPATIONAL SURVEY REPORT  
FOOD SERVICE CAREER LADDER  
(AFSC 622X0)

INTRODUCTION

This is a report of an occupational survey of the Food Service career ladder (AFSC 622X0) completed by the Occupational Survey Branch, USAF Occupational Measurement Center, in July 1980. The survey was requested by Headquarters, Air Force Engineering and Services Center, Tyndall AFB, Florida to evaluate the effect of the 30 April 1978 merger of the Baker (AFSC 621X0) career ladder into AFSC 622X0 and to obtain current data on the 622X0 career ladder. A previous survey of the 622X0 career ladder, in conjunction with the Diet Therapy career ladder, was published in October 1973.

Background

The 622X0 career ladder was established in May 1951. Originally identified as Apprentice or Senior Cooks at the 3- and 5-skill level, the AFSC titles were changed in April 1978 to agree with the broader 7-skill level Food Service designation. This name change coincided with and accommodated the merger of the 621X0 Baker AFS into the 622X0 ladder. The 9-skill level designation was originally established as 62080, changing to 62291 in July 1968, and to the present 62299 in April 1978. The Diet Therapy career ladder merges with the Food Service ladder at the 9-skill level, and both ladders were also included under the Food Service Manager Chief Enlisted Manager (CEM) Code 62200 when the code was established in October 1978.

Personnel in the ladder are responsible for preparing, baking, cooking, and serving food in dining halls, flight kitchens, consolidated preparation facilities, central pastry kitchens, and field kitchens. This includes the operation and first echelon maintenance of food service utensils and equipment used in the various facilities, and the performance of sanitation procedures. Entry into the career ladder is normally from Basic Military Training School (BMTS) through the eight week four day 3ABR62230/3AQR62231 course at Lowry AFB, Colorado, or by directed duty assignment (DDA).

Major topics discussed in this report include: (1) survey methodology; (2) job structure within the career ladder; (3) comparisons of the job structure and other survey data with career ladder documents, such as AFR 39-1 Speciality Descriptions, Plan of Instruction (POI), and the Specialty Training Standard (STS); (4) an analysis of Active Federal Military Service (AFMS) groups and duty AFSC groups; (5) an analysis of CONUS versus overseas groups; (6) an analysis of the current utilization of previous 621X0 Baker personnel and integration of previous Baker functions into the Food Service career ladder; and (7) comparison of the current survey with the previous survey.

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## SURVEY METHODOLOGY

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-622-405, dated August 1979. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, tasks from previous survey instruments, and data from the last occupational survey report (OSR). The task list was then evaluated in the field through personal on-site interviews with ten subject matter specialists from three bases. The resulting job inventory contained a comprehensive listing of 389 tasks grouped under ten duty headings and a background section containing such information as grade, time in service, duty title, work area, and job satisfaction.

### Survey Administration

During the period September through December 1979, Consolidated Base Personnel Offices (CBPOs) in operational units worldwide administered the inventory to job incumbents holding DAFSC 622X0. These job incumbents were selected from a computer generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL).

Each individual who completed the inventory first completed an identification and biographical information section and then checked each task performed in their current job. After checking all tasks performed, each member then rated each of these tasks on a nine-point scale showing relative time spent on that task as compared to all other tasks checked. The ratings ranged from one (very small amount time spent) through five (about average time spent) to nine (very large amount time spent).

To determine relative time spent for each task checked by a respondent, all of an incumbent's ratings are assumed to account for 100 percent of his or her time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

### Survey Sample

Personnel were selected to participate in this survey by a stratified random sample process so as to insure an accurate representation across major air commands (MAJCOMs) and paygrade groups. Table 1 reflects the percentage distribution, by major command, of assigned personnel in the career ladder as of August 1979. Also listed in this table is the percent distribution, by major command, of respondents in the final survey sample. The 2,435 respondents included in the final sample represent 57 percent of the 622X0 career ladder. Table 2 reflects the paygrade group distributions, while Table 3 lists the sample distribution by AFMS groups. As shown in these tables, the survey sample provides a very good representation of the career ladder population.

TABLE 1  
COMMAND REPRESENTATION OF SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED *</u>	<u>PERCENT OF SAMPLE</u>
SAC	33	33
TAC	20	22
USAFE	16	14
MAC	10	11
ADCOM	5	3
PACAF	5	5
ATC	4	4
AAC	3	3
AFSC	2	2
USAFA	1	1
OTHER	1	2
TOTAL	<u>100</u>	<u>100</u>

TOTAL ASSIGNED - 4,272  
TOTAL SAMPLED - 2,435  
PERCENT SAMPLED - 57%

\* MANNING FIGURES AS OF AUGUST 1979

TABLE 2  
PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED *</u>	<u>PERCENT OF SAMPLE</u>
AIRMAN	36	33
E-4	22	23
E-5	26	27
E-6	11	11
E-7	4	4
E-8	1	1
E-9	**	1

\* MANNING FIGURES AS OF AUGUST 1979  
\*\* DENOTES LESS THAN 1%



TABLE 3

## AFMS DISTRIBUTION OF SURVEY SAMPLE

<u>AFMS (MONTHS)</u>	<u>PERCENT OF SAMPLE</u>
1-48	45%
49-96	15%
97-144	18%
145-192	9%
193-240	10%
241+	3%

TABLE 4

COMMAND DISTRIBUTION OF 622X0 TASK DIFFICULTY  
AND TRAINING EMPHASIS RATERS

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF TASK DIFFICULTY RATERS</u>	<u>PERCENT OF TRAINING EMPHASIS RATERS</u>
SAC	33	27	22
TAC	20	17	18
USAFE	16	12	12
MAC	10	10	16
ADCOM	5	10	4
PACAF	5	8	10
ATC	4	5	6
AAC	3	5	4
AFSC	2	2	4
USAF	1	2	2
OTHER	1	2	2
TOTAL	<u>100</u>	<u>100</u>	<u>100</u>

## Task Factor Administration

In addition to completing the job inventory, selected senior 622X0 personnel were also asked to complete a second booklet for either training emphasis (TE) or task difficulty (TD). The TE and TD booklets are processed separately from the job inventories. The information is then used in a number of different analyses discussed in more detail within the report.

Task Difficulty. Each individual completing a task difficulty booklet was asked to rate all of the tasks on a nine-point scale from extremely low to extremely high as to the relative difficulty of that task. Difficulty is defined as the length of time required by the average member to learn to do that task. Task difficulty data were independently collected from 41 experienced 7- or 9-skill level personnel stationed worldwide (see Table 4). The interrater reliability (as assessed through components of variance of standard group means) of .96 for these 622X0 raters suggests very high agreement among raters. Ratings were adjusted so that tasks of average difficulty have ratings of 5.00. The resulting data is essentially a rank ordering of tasks indicating the degree of difficulty for each task in the inventory.

Job Difficulty Index (JDI). After computing a task difficulty rating for each task item, it is then possible to also compute a Job Difficulty Index (JDI) for the job groups identified in the survey analysis. This index provides a relative measure of which jobs, when compared to other jobs identified, are more or less difficult. An equation using the number of tasks performed and the average difficulty per unit time spent (ADPUTS) as variables is the basis for the JDI index. The index ranges from 1.0 for very easy jobs to 25.0 for very difficult jobs. The indices are adjusted so that the average job difficulty index is 13.00. Thus the more tasks they perform, the higher their job difficulty index.

Training Emphasis. Individuals completing training emphasis booklets were asked to rate tasks on a ten-point scale from no training required to extremely heavy training required. Training emphasis is a rating of which tasks require structured training for first-term personnel. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Training emphasis data were independently collected from 51 experienced 7- or 9-skill level personnel stationed worldwide (see Table 4). The interrater reliability (as assessed through components of variance of standard group means) for these raters was high (.96), indicating that there was good agreement among raters as to which tasks required some form of structured training and which did not. In this specialty, tasks rated highest in training emphasis have ratings of 5.9 and above; the average training emphasis is 4.0, and those tasks with ratings of 2.0 or below can be considered as requiring very little emphasis in training.

When used in conjunction with other factors, such as percent members performing, the task difficulty and training emphasis ratings can provide an insight into training requirements. This may help validate the lengthening or shortening of specific units of instruction in various training programs.

## CAREER LADDER STRUCTURE

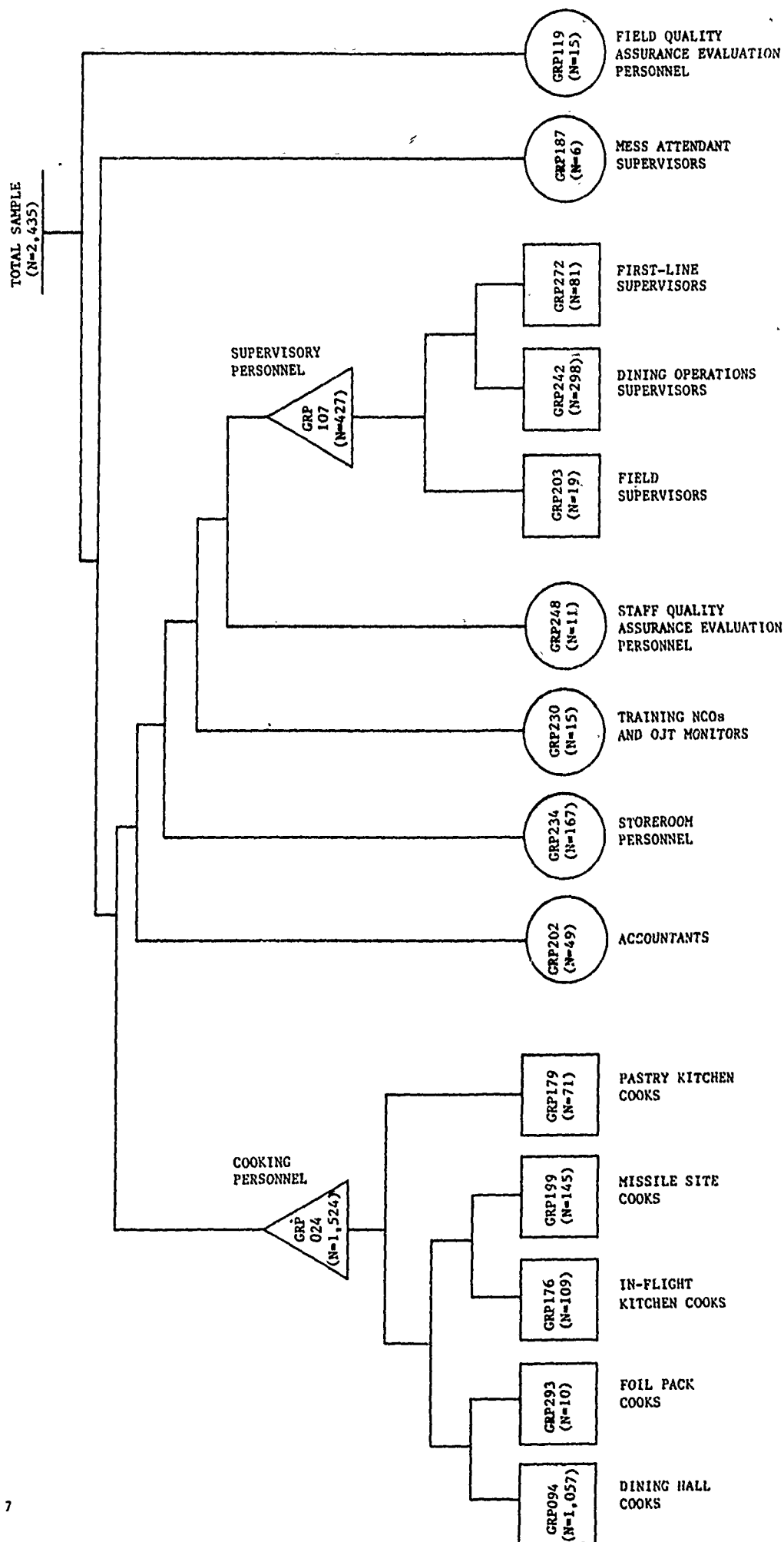
A key aspect of the USAF occupational analysis program is to examine the structure of the career ladders--what people are actually doing in the field, rather than how official career field documents say they are organized. This analysis is made possible by the Comprehensive Occupational Data Analysis Program (CODAP). CODAP consists of a series of computer programs which generate a number of statistical products used in the analysis of career ladders. The primary product used to analyze career ladders is a hierarchical clustering of all jobs based on the similarity of tasks performed and relative time spent. This process permits identification of the major types of work being performed in the occupation (career ladder) and is analyzed in terms of the job description and background data of each type of job. This information is then used to examine the accuracy and completeness of career ladder documents (AFR 39-1 Specialty Descriptions and Specialty Training Standards) and to formulate an understanding of current utilization patterns.

The basic identifying group used in the hierarchical job structure is the Job Type. A job type is a group of individuals who perform many of the same tasks and spend similar amounts of time performing these tasks. A Cluster is a group of job types which have a substantial degree of similarity. Finally, there are often specialized jobs that are too dissimilar to be grouped into any cluster. These unique groups are labeled Independent Job Types.

Based on the task similarity and relative percent time spent, the structure of the jobs performed in the 622X0 career ladder is illustrated in Figure 1; these clusters and job types are also listed below. The group (GRP) number shown beside each title is a reference to computer printed information included for use by classification and training officials. N stands for the number of personnel in the group.

- I. COOKING PERSONNEL CLUSTER (GRP024, N=1,524)
  - a. Dining Hall Cooks (GRP094, N=1,057)
  - b. Foil Pack Cooks (GRP293, N=10)
  - c. In-Flight Kitchen Cooks (GRP176, N=109)
  - d. Missile Site Cooks (GRP199, N=145)
  - e. Pastry Kitchen Cooks (GRP179, N=71)
- II. ACCOUNTANTS (GRP202, N=49)
- III. STOREROOM PERSONNEL (GRP234, N=167)
- IV. TRAINING NCOs AND OJT MONITORS (GRP230, N=15)
- V. STAFF QUALITY ASSURANCE EVALUATION PERSONNEL (GRP248, N=11)
- VI. SUPERVISORY PERSONNEL CLUSTER (GRP107, N=427)
  - a. Field Supervisors (GRP203, N=19)
  - b. Dining Operations Supervisors (GRP242, N=298)
  - c. First-Line Supervisors (GRP272, N=81)

FIGURE 1  
FOOD SERVICE CAREER LADDER STRUCTURE  
AFSC 622X0



#### VII. MESS ATTENDANT SUPERVISORS (GRP187, N=6)

#### VIII. FIELD QUALITY ASSURANCE EVALUATION PERSONNEL (GRP119, N=15)

Ninety-one percent of the respondents in the sample performed jobs generally equivalent to the two clusters and six independent job types listed above. The remaining nine percent were not associated with any of the above major groups because their jobs were so heterogeneous or unique that they had no commonality with any of the identified clusters or independent job types. Some of the job titles indicated by respondents which were representative of these personnel include Menu Planner, Ration Truck Driver, Food Service Course Instructor, and Mobility NCO.

### Career Ladder Structure Overview

Overall, the Food Service career ladder is somewhat heterogeneous in nature. Aside from two job types in the Supervisory Personnel Cluster and the largest job type in the Cooking Personnel Cluster (Dining Hall Cooks), the balance of the functional job groups are characterized by the relatively low number of tasks performed and the high amount of relative job time spent on those tasks. There is also a very distinct definition between what would normally be called technical jobs and supervisory jobs, with little overlap except at the lowest operating level (i.e., Shift Supervisors perform essentially a highly technical job, but do perform a few supervisory tasks). Brief descriptions of the major groups of jobs identified and performed by 622X0 career ladder members are presented below. Tables 5 and 6 provide selected background information for each of these groups. Representative tasks for all clusters and job types described below are contained in Appendix A.

### Group Descriptions

I. COOKING PERSONNEL CLUSTER (GRP024). This large cluster of 1,524 airmen (63 percent of the survey sample) consists of five separate job groups, which, as a whole, devote 72 percent of their job time to the basic functions of the career ladder: preparing and cooking foods; preparing serving lines and serving foods; and cleaning and maintaining food service equipment. Predominantly 5-skill level personnel (74 percent) with an average of 62 months time in service, group members perform a wide range of kitchen related tasks. Common tasks included:

- frying eggs
- cooking pancakes
- arranging food on serving lines
- garnishing foods
- brewing coffee or tea
- preparing sandwiches
- cleaning griddles or ovens

While less than one half (42 percent) of the cluster respondents find their jobs interesting, the majority report that their talents and training are utilized fairly well or better.

a. Dining Hall Cooks (GRP094). Representing 69 percent of this cluster and 43 percent of the total sample, this group of 1,057 respondents is the largest of any in the study. The job they perform is highly technical, with 64 percent of their relative job time spent on duties relating only to preparing, cooking, and serving food. With an additional 11 percent of their job time devoted to cleaning kitchen equipment, the group's average of 108 tasks performed is the highest of any other group identified. With an average of 30 months in their present job and 65 months in service, the group members reflect a very high experience level when the fact that 55 percent are in the first enlistment is considered. Typical tasks performed include:

- grilling, roasting, or deep fat frying meats, seafoods, or poultry
- preparing gravies or sauces
- preparing rice or pasta
- garnishing serving lines
- panning foods for serving

This large job type is composed of a number of smaller subgroups, but close examination of the groups revealed little difference other than slight variances in time spent on some tasks. Most members identified themselves as First Cook, Shift Supervisor, or Cook's Helper. However, a study of tasks performed by members so named, revealed essentially no difference in the overall content of the job performed.

Although only 48 percent of the personnel in this job type reported that their job was interesting, 62 percent indicated that their talents were well utilized and 73 percent felt their training was well used. Despite the low job interest, 55 percent indicated that they will, or probably will, reenlist.

b. Foil Pack Cooks (GRP293). This small group of airmen (ten members), primarily assigned to F.E. Warren AFB, perform many of the same basic food preparation and cooking tasks as the previous group. The characteristics that distinguish this job group from the Dining Hall Cooks is the much larger percentage of their job time (35 percent) spent on tasks involving the cleaning of kitchen equipment and facilities. Additionally, they spend less than half as much duty time (five percent) in activities concerned with serving of foods. Performing an average of only 36 tasks and spending a large amount of their job time in the performance of simple cleaning tasks, their job has the lowest Job Difficulty Index (8.64) of any group in the survey sample. Although 60 percent feel their talents and training are well utilized, only 20 percent of the group members indicate that their job is interesting. Even though reported job interest is unusually low, 60 percent of the group personnel indicate positive reenlistment intentions.

c. In-Flight Kitchen Cooks (GRP176). With an average grade of 3.3 (lowest of any group in the survey sample), this group is the least experienced of any in the sample, reporting only 31 months average time in the career field and 35 months average time in service. Representing four percent of the survey sample (109 personnel), the job type consists primarily of first-term airmen (at 87 percent, the highest of any group in the sample) performing food service functions in direct support of aircrew personnel. Predominantly 5-skill level airmen (78 percent), they perform an average of 51 tasks with only 25 tasks utilizing 50 percent of their job time. The relatively

limited scope of the job and the unique tasks performed by this group are the major functions which differentiate these personnel from the Dining Hall Cooks group (performing an average of 108 tasks). Typical unique tasks performed by these airmen include:

- assembling in-flight meals or box lunches
- preparing and packaging sandwich meals
- assembling bulk issue meals for preparation in-flight

Job interest and perceived utilization of talents are among the lowest (24 percent and 33 percent respectively) of any group in the survey sample. With only 55 percent of the members perceiving that their training is used effectively (84 percent are technical school graduates), it is not surprising that only 46 percent (tied with the Missile Site Cooks group for the lowest percentage in the sample) of these airmen report intentions to reenlist. This relatively low reenlistment intent is significant when it is realized that 87 percent of these personnel are first-termers.

d. Missile Site Cooks (GRP199). This group of 145 airmen (six percent of the total sample) is distinguished from previous groups by the high percentage of their job time spent in equipment cleaning functions (at 41 percent, the highest of any group identified) and performance of administrative and storeroom tasks (24 percent of job time) versus a relatively low amount of job time (only 24 percent) involving food preparation, cooking, and serving tasks. This different job orientation is a result of the isolation of these personnel at remote sites where they are responsible for a broader range of support-type tasks and less actual cooking activities. Examples of tasks performed by a high percentage of group members include:

- preparing foil frozen meals for serving
- collecting cash for meals sold
- preparing cash collection records
- cleaning floors, refrigerators, ovens, and dining tables
- rotating stock
- inspecting incoming supplies

Even with the broader range of tasks, the average number of tasks performed is still only 57 as compared with 108 performed by the Dining Hall Cooks group. Although 85 percent of these airmen hold the 5-skill level, their experience level is next to the lowest of all groups identified, with 53 months average time in the career ladder and 57 months AFMS. Job satisfaction indicators are next to the lowest of all groups found in survey sample. Only 19 percent reported that their jobs were interesting, while perceived utilization of talents and training were 24 percent and 34 percent respectively. As with the previously discussed In-Flight Kitchen Cooks group, positive reenlistment intentions reported by these members (61 percent of whom were first-term personnel) was a relatively low 46 percent.

e. Pastry Kitchen Cooks (GRP179). With an average grade of 4.1, the highest average months in the career ladder (60), and the highest average months AFMS (73), this group of airmen was the most senior of any in the Cooking Personnel cluster. Consisting of 71 personnel dominated by 5- and 7-skill level respondents (75 percent and 16 percent respectively), the

group performed a rather limited, specialized job, averaging 49 tasks performed (19 tasks account for 50 percent of their job time), with the majority of their duty time (57 percent) spent on tasks involving preparation and cooking of foods. Baking type tasks were dominant for these airmen and was the group's distinguishing feature. Sample tasks performed included:

- preparing pies
- cutting and panning dough and batters
- decorating cakes
- baking bread or pastries

While job interest is not high (45 percent), perceived utilization of talents was the highest in the cluster at 65 percent. Other job satisfaction indicators were relatively high with 72 percent believing their training was well utilized and 55 percent reporting positive reenlistment intentions.

II. ACCOUNTANTS (GRP202). This independent job type is comprised of 49 relatively senior airmen (average grade was 4.6 with an average of 90 months AFMS) who perform essentially no food preparation, cooking, or serving tasks. Seventy-one percent of their job time was spent performing administrative and support functions. Tasks performed included:

- preparing Monetary Monthly Record forms (AF Form 1119)
- preparing Cash Collection Voucher forms (DD Form 1131)
- preparing Food Service Operations Report forms (AF Form 249)
- reconciling cash collections with head count tallies using AF Form 79
- verifying claims or bills for payment

Performing an average of only 35 tasks, this rather specialized job consumes 50 percent of the group's duty time with the performance of only 18 tasks. Again, it should be noted that although 78 percent of the incumbents reported having completed the food service technical training school (which has heavy emphasis on the functions of preparing, cooking, and serving foods), only two group members reported performing any cooking tasks. On the contrary, 92 percent indicated that they worked in staff offices and identified themselves as accountants. This absence of cooking duties may have had a very positive influence on the group, however. Seventy-eight percent felt that their job was interesting, while 84 percent (one of the highest percentages of all groups identified) felt that their talents were used properly. Reported reenlistment intentions (78 percent) and positive perceptions of proper utilization of training (90 percent) were next to the highest of all the job groups in the career ladder.

III. STOREROOM PERSONNEL (GRP234). Representing seven percent of the survey sample (167 members), this independent job type devoted 60 percent of their job time to duties involving storeroom and supply functions. Although somewhat less senior than the previously discussed ACCOUNTANTS group (an average of 64 months AFMS), the incumbents were nearly as specialized in their jobs. While performing an average of 34 tasks, over 50 percent of their relative duty time was spent on only 15 tasks. Sample tasks included:



- placing perishable and nonperishable subsistence supplies in storage
- inventorying subsistence supplies
- inspecting incoming supplies
- verifying amounts of shipments by count or weight
- issuing subsistence supplies
- reconciling inventories to account records

Although the group was composed of 78 percent 5-skill level and 12 percent 7-skill level personnel, the combination of low numbers of tasks performed and task difficulty ratings resulted in a Job Difficulty Index of only 9.05, which is next to the lowest of all career ladder groups identified.

Fifty-two percent of the airmen in this group are in their first enlistment. Much like the previously discussed ACCOUNTANT job type, these airmen performed essentially no food preparation or cooking tasks. Since 82 percent reported completing the technical training course for the career ladder, again there may be some question about the proper utilization of that training (see discussion in IMPLICATIONS section). Job satisfaction indicators are relatively high when compared to the responses of other groups in the career ladder structure. Sixty-two percent reported that their job was interesting and perceived utilization of talents and training was somewhat higher at 78 percent and 86 percent respectively. Indication of positive reenlistment intentions by 78 percent of the group members was next to the highest of all groups identified.

IV. TRAINING NCOs AND OJT MONITORS (GRP230). This small independent job type of 15 personnel was differentiated from other career ladder groups by the high percentage of their duty time spent on unit level training functions (54 percent). Members of this very specialized group performed an average of 50 tasks with only 22 tasks requiring 50 percent of their job time. With an average grade of 5.5 and over 12 years experience in the career ladder, this group of 7- and 5-skill level (60 percent and 40 percent respectively) members performed such typical tasks as:

- conducting OJT
- directing or implementing base level and unit OJT programs
- maintaining training records, charts, or graphs
- writing test questions

The vast majority of tasks performed by 50 percent or more members were rated above average in difficulty and the group's Job Difficulty Index (15.56) was the third highest of all groups identified. Job satisfaction indicators for these respondents were very high, with 93 percent (highest of all groups in the career ladder structure) reporting that their jobs were interesting. Eighty percent indicated that their talents and training were properly utilized and 73 percent (among the highest reported) indicated plans to reenlist.

V. STAFF QUALITY ASSURANCE EVALUATION PERSONNEL (GRP248). The 11 members of this independent job type form the most senior group in the career ladder structure, with over 17 years in the career ladder and 18 years in the service. With the majority holding a 9-skill level (55 percent; 27 percent at the 7-skill level) and an average grade of 7.0, respondents spend 94 percent of their duty time in management and supervisory duties, with almost half (48 percent) of that time utilized in the performance of tasks involving inspections and evaluations. Averaging only

34 tasks performed, and with the majority reporting that they work in staff type functions, these senior NCOs concentrate their job time on such tasks as:

- evaluating food service contractor performance
- participating in various type meetings
- evaluating compliance with performance standards
- conducting staff assistance visits

Job satisfaction indicators are very high for these career airmen. Ninety-one percent (second highest percentage of all the groups) reported that their job was interesting, with 73 percent indicating they planned to reenlist. Respondents indicated the highest perceived utilization of training (91 percent) of any group in the sample, with 82 percent reporting that their talents were being used effectively.

VI. SUPERVISORY PERSONNEL CLUSTER (GRP107). This cluster of 427 airmen (18 percent of the survey sample) is comprised of three separate job groups which, as a whole, devoted 66 percent of their job time to supervisory, managerial, and training functions, with an additional 17 percent of their time spent performing administrative and support duties. Although the cluster was made up of predominantly 7-skill level personnel (67 percent), 14 percent held the 9-skill level, while three percent were CEMs. Supervisory responsibility was reported by 85 percent of the group members, with an average 7.5 personnel supervised. For the cluster, common tasks performed included:

- conducting food service facility inspections
- counseling personnel on personal or military matters
- preparing APRs
- determining work priorities
- establishing performance standards

Seventy-seven percent of the respondents found their jobs interesting, while relatively high percentages (over 85 percent) perceived that their talents and training were well utilized.

a. Field Supervisors (GRP203). This small group was distinguished from others in the cluster by the low number of tasks performed and by their orientation toward more direct training program responsibilities (16 percent of their job time) for personnel who work at remote sites. Performing an average of only 38 tasks (23 tasks consume 50 percent of their job time), they supervised an average of 13.3 people (second highest average of all groups identified). Of the 19 members in the group, 79 percent hold the 7-skill level and reflected an average grade of 5.7. Averaging over 12 years in the career field, 80 percent of the group members' duty time was spent on supervisory and managerial functions, with an additional 11 percent of their time devoted to administrative type tasks. While job interest for these NCOs was average (63 percent found their job interesting) and perceived utilization of training was a relatively low 53 percent, 84 percent (second highest of all groups identified) believed their talents were effectively utilized.

b. Dining Operations Supervisors (GRP242). This rather large group of 298 NCOs (average grade of 6.3) represented 12 percent of the survey sample and reported spending 72 percent of their job time in duties involving supervision, management, and training (primarily in dining halls and staff offices), with administrative and support functions consuming an additional 17 percent. Averaging over 17 years in service and comprised predominantly of 7- and 9-skill level personnel (65 percent and 19 percent respectively), this group performed an average of 100 tasks while supervising an average of 8.5 personnel. The large average number of tasks performed and the above average task difficulty ratings of the majority of those tasks, combined to give the group the highest Job Difficulty Index (18.55) among all the career ladder groups.

Within this job type were several subgroups which differed primarily on time spent performing tasks and the number of tasks performed. Two of these subgroups had slightly different job orientations than the others and are mentioned below. One group of 46 members, functioning primarily in staff offices, was dominated by 9-skill level personnel who performed day-to-day senior staff supervisory jobs. The second notable group, performing less tasks than the main job type and the other average subgroups, also had a slightly different job orientation. Spending less time on general supervisory tasks, the 15 members of this group devoted more of their time to evaluation duties than the other groups and were involved in the preparation and negotiation of food service contracts. Some of the members were serving at the MAJCOM level.

Eighty-one percent of the members of this job type group reported that their job was interesting. While 90 percent indicated that their talents were properly utilized, 89 percent felt that their training was utilized fairly well to perfectly. Sixty-three percent reported that they were likely to reenlist.

c. First-Line Supervisors (GRP272). Seventy-six percent of this group reported that they were supervisors, with an average of 3.7 personnel under their supervision. Identifying themselves as Shift Supervisors, NCOICs, and Assistant Dining Hall Supervisors, members worked in such diverse locations as pastry kitchens, dining halls, in-flight kitchens, alert kitchens, and storerooms. While the job is of a supervisory nature, technical tasks and administrative and supply duties account for 22 percent and 40 percent (respectively) of their total job time. Fifty-one percent of the 81 members hold the 5-skill level with 45 percent reporting 7-skill level AFSCs. Performing an average of 102 tasks, the group's Job Difficulty Index, at 16.55, was the second highest in the career ladder structure. Perceived utilization of training and talents are relatively high at 83 and 78 percent respectively. Although only 69 percent indicated that their job was interesting, 75 percent reported favorable reenlistment intentions.

VII. MESS ATTENDANT SUPERVISORS (GRP187). This small independent job type (six members) represents an unique group of airmen whose sole function is the supervision of military trainees performing "kitchen police" (KP) tasks. Comprised of 5-skill level (67 percent) and 7-skill level (33 percent) members, respondents reported supervising an average of 20 personnel (highest of all identified groups) and performed an average of only 12 tasks. The extremely limited scope of the job is the characteristic which distinguishes this group from the other supervisory job types. Typical tasks

performed were determining work priorities, conducting briefings, assigning personnel to duty positions, and conducting personnel hygiene inspections. Aside from reenlistment intentions, job satisfaction indicators were the lowest of all the career ladder groups. Sixty-seven percent of the respondents reported that their jobs were dull, while 33 percent indicated only so-so. Eighty-three percent felt that their talents and training were utilized little or not at all. Even with the above indicated almost total job dissatisfaction, however, 100 percent indicated that they will, or probably will, reenlist. This possibly may be accounted for by the fact that, with an average of 83 months AFMS, these career oriented airmen are looking beyond their current assignment to better, more rewarding jobs at their next permanent change of station.

VIII. FIELD QUALITY ASSURANCE EVALUATION PERSONNEL (GRP119). Formerly called Technical Representative of Contracting Office (TRCO), this small independent job type (15 members) was responsible for monitoring compliance with food service contracts at the food preparation facility level. This group of experienced NCOs (218 months average AFMS and an average of 208 months in the career field) were predominantly 7-skill level (93 percent) with an average grade of 6.4. This job type is distinguished from the previously discussed Staff Quality Assurance Evaluation Personnel group by the much narrower scope of the job (field personnel perform an average of only 14 tasks versus 34 tasks for the staff group) performed and the amount of time spent by field personnel at the dining hall or kitchen level. Tasks performed by group members included:

- evaluating food service contractor performance
- conducting food service facility and personnel hygiene inspections
- inventorying subsistence supplies

Although perceived utilization of training and talents are high (87 and 80 percent respectively), only 60 percent reported that their job was interesting and 67 percent indicated positive reenlistment intentions.

### Summary

Five large groups of the 14 individual job type groups identified in the career ladder structure were performing primarily food preparation, cooking, or serving functions, while seven small groups represented the supervisory and managerial aspects of the career ladder. The remaining two small groups were performing almost totally technical jobs in the administrative and subsistence supply functions. The very limited nature of the jobs performed in these two functions raises a question about whether the training provided these personnel is being properly utilized. Except for the Dining Hall Cooks, Dining Operations Supervisors, and First-Line Supervisors groups, the job types were rather specialized and narrow in scope, thus presenting an overall picture of a career ladder that is somewhat heterogeneous in nature.

Job interest varied among the groups, with staff oriented and supervisory groups reporting much higher interest than groups performing primarily food preparation or cooking functions. Same interesting trends in job attitudes were evident in Tables 5 and 6. Six of the groups (representing 57 percent of the personnel in the survey sample) indicated that they

did not find their jobs fairly interesting or better. It would appear that although reenlistment intention rates were generally above the 50 percent level (two groups reported 46 percent), the low job interest ratings by kitchen oriented personnel could signal future retention problems.

TABLE 5

## SELECTED BACKGROUND DATA ON CAREER LADDER FUNCTIONAL GROUPS

	DINING HALL COOKS	FOIL PACK COOKS	IN-FLIGHT KITCHEN COOKS	MISSILE SITE COOKS	PASTRY KITCHEN COOKS	ACCOUNTANTS	STOREROOM PERSONNEL
NUMBER IN GROUP	1,057	10	109	145	71	49	167
PERCENT OF SAMPLE	43%	.4%	4%	6%	3%	2%	7%
PERCENT IN CONUS	68%	90%	75%	100%	72%	84%	75%
DAFSC DISTRIBUTION:							
62230	16%	10%	19%	7%	9%	0%	10%
62250	72%	60%	78%	85%	75%	67%	78%
62270	12%	30%	3%	8%	16%	33%	12%
62290	0%	0%	0%	0%	0%	0%	0%
62200	0%	0%	0%	0%	0%	0%	0%
AVERAGE GRADE	3.8	3.7	3.3	3.8	4.1	4.6	4.0
AVERAGE MONTHS IN PRESENT JOB	30	44	15	23	27	18	17
AVERAGE MONTHS IN CAREER FIELD	59	58	31	53	60	85	60
AVERAGE MONTHS IN SERVICE	65	61	35	57	73	90	64
PERCENT IN FIRST ENLISTMENT	55%	60%	87%	61%	47%	39%	52%
PERCENT SUPERVISING	32%	40%	10%	5%	32%	23%	29%
AVERAGE NUMBER OF PERSONS SUPERVISED	1.7	1.9	.3	.3	.8	.4	.7
AVERAGE NUMBER OF TASKS PERFORMED	108	36	51	57	44	35	34
JOB DIFFICULTY INDEX (JDI) (AVERAGE JDI = 13.00)	14.27	8.64	9.57	9.38	10.61	12.09	9.05

TABLE 5 (CONTINUED)

## SELECTED BACKGROUND DATA ON CAREER LADDER FUNCTIONAL GROUPS

	TRAINING NCOS AND OJT MONITORS	STAFF QUALITY ASSURANCE EVAL PERS		DINING OPERATIONS SUPVS	FIRST-LINE SUPVS	MESS ATTENDANT SUPVS	FIELD QUALITY ASSURANCE EVAL PERS	
NUMBER IN GROUP	15	11	19	298	81	6	15	
PERCENT OF SAMPLE	1%	.5%	1%	12%	3%	.2%	1%	
PERCENT IN CONUS	87%	64%	84%	62%	63%	100%	87%	

## DAFSC DISTRIBUTION:

62230	0%	0%	0%	2%	4%	0%	0%
62250	40%	18%	21%	10%	51%	67%	0%
62270	60%	27%	79%	65%	45%	33%	93%
62299	0%	55%	0%	19%	0%	0%	7%
62200	0%	0%	0%	4%	0%	0%	0%

AVERAGE GRADE	5.5	7.0	5.7	6.3	4.8	4.3	6.4
AVERAGE MONTHS IN PRESENT JOB	30	21	28	27	21	37	31
AVERAGE MONTHS IN CAREER FIELD	149	212	155	184	103	78	208
AVERAGE MONTHS IN SERVICE	158	221	163	196	116	83	218
PERCENT IN FIRST ENLISTMENT	0%	0%	0%	4%	17%	50%	0%
PERCENT SUPERVISING	13%	27%	95%	88%	76%	100%	20%
AVERAGE NUMBER OF PERSONS SUPERVISED	.4	1.4	13.3	8.5	3.7	20	.7
AVERAGE NUMBER OF TASKS PERFORMED	50	34	38	100	102	12	14
JOB DIFFICULTY INDEX (JDI) (AVERAGE JDI = 13.00)	15.56	14.69	12.80	18.55	16.55	10.67	10.69

TABLE 6

COMPARISON OF JOB SATISFACTION INDICATORS BY CAREER LADDER FUNCTIONAL GROUPS  
(PERCENT MEMBERS PERFORMING)

	DINING HALL COOKS	FOIL PACK COOKS	IN-FLIGHT KITCHEN COOKS	MISSILE SITE COOKS	PASTRY KITCHEN COOKS	ACCOUNTANTS	STOREROOM PERSONNEL
<u>EXPRESSED JOB INTEREST:</u>							
NOT REPORTED	1	0	0	0	2	0	0
DULL	24	30	45	40	32	10	10
SO-SO	27	50	31	41	21	12	28
INTERESTING	48	20	24	19	45	78	62
<u>PERCEIVED UTILIZATION OF TALENTS:</u>							
NOT REPORTED	0	0	0	0	0	0	0
LITTLE OR NOT AT ALL	38	40	67	76	35	16	22
FAIRLY WELL TO PERFECTLY	62	60	33	24	65	84	78
<u>PERCEIVED UTILIZATION OF TRAINING:</u>							
NOT REPORTED	1	0	0	0	0	0	1
LITTLE OR NOT AT ALL	26	40	45	66	28	10	13
FAIRLY WELL TO PERFECTLY	73	60	55	34	72	90	86
<u>REENLISTMENT INTENTIONS:</u>							
NOT REPORTED	1	0	0	0	0	0	0
NO, OR PROBABLY NO	41	40	54	54	45	22	22
YES, OR PROBABLY YES	58	60	46	46	55	78	78



TABLE 6 (CONTINUED)

COMPARISONS OF JOB SATISFACTION INDICATORS BY CAREER LADDER FUNCTIONAL GROUPS  
(PERCENT MEMBERS PERFORMING)

	TRAINING NCOs AND OJT MONITORS	STAFF QUALITY ASSURANCE		FIELD SUPVS	DINING OPERATIONS SUL-'S	FIRST-LINE SUPVS	MESS ATTENDANT SUPVS	FIELD QUALITY ASSURANCE	
		EVAL PERS	EVAL PERS					EVAL PERS	EVAL PERS
<u>EXPRESSED JOB INTEREST:</u>									
NOT REPORTED	0	0	0	0	1	1	0	0	0
DULL	7	9	11	11	6	15	67	20	20
SO-SO	0	0	26	26	12	15	33	20	20
INTERESTING	93	91	63	63	81	69	0	60	60
<u>PERCEIVED UTILIZATION OF TALENTS:</u>									
NOT REPORTED	0	0	0	0	1	1	0	0	0
LITTLE OR NOT AT ALL	20	18	16	16	9	21	83	20	20
FAIRLY WELL TO PERFECTLY	80	82	84	84	90	78	17	80	80
<u>PERCEIVED UTILIZATION OF TRAINING:</u>									
NOT REPORTED	0	0	0	0	1	0	0	0	0
LITTLE OR NOT AT ALL	20	9	47	47	10	17	83	13	13
FAIRLY WELL TO PERFECTLY	80	91	53	53	89	83	17	87	87
<u>REENLISTMENT INTENTIONS:</u>									
NOT REPORTED	0	0	0	0	1	3	0	0	0
NO, OR PROBABLY NO	27	27	26	26	36	22	0	33	33
YES, OR PROBABLY YES	73	73	74	74	63	75	100	67	67

## ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational analysis. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information is also used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS), reflect what career ladder personnel are actually doing in the field.

The distribution of skill levels across the career ladder job groups is displayed in Table 7, while Table 8 displays the relative percent time spent on each duty across the skill level groups. As personnel progress upward through the skill levels, the amount of time spent performing supervisory, managerial, and training tasks (Duties A, B, C, and D) increases, peaking at the 9-skill level. Performance of duties and tasks relating to administrative and support functions peaks at the 7-skill level, while relative time spent on supply and storeroom functions is highest at the 5-skill level. Performance of duties involving the technical tasks of cooking, preparation and serving of food, cleaning and maintenance of equipment, and specialized kitchen functions reflect decreases in relative time spent as the skill level increases. Individual skill level groups are discussed below.

### Skill Level Descriptions

DAFSC 62230. Three-skill level personnel, representing 11 percent (271 members) of the survey sample, performed an average of only 62 of the 389 tasks in the job inventory, with 56 tasks occupying over 50 percent of their job time. Members spent 75 percent of their time on technical duties involving preparing, cooking, and serving foods and cleaning and maintaining food service equipment. Performing supply, storeroom, administrative and support functions accounts for an additional 17 percent of their duty time. Fifty-nine percent of this group (highest of all the DAFSC groups) report working in dining halls (see Table 9) while performing common tasks, such as frying eggs to order, testing cooked foods, panning foods for serving, and grilling meats, seafoods, or poultry. Table 10 presents additional representative tasks performed by 3-skill level personnel. The relatively low percentage of personnel in this skill level group performing the common tasks (only 26 tasks were performed by 50 percent or more) suggests a somewhat heterogeneous career ladder.

DAFSC 62250. The 1,513 personnel (62 percent of the survey sample) at the 5-skill level perform a highly technical job, with 85 percent of their duty time devoted to activities involving cooking, food preparation or serving, and administrative or storeroom functions. Performing an average of 77 tasks, 45 percent of the group members report working in dining halls, with 12 percent (the highest of any DAFSC group) performing primarily in storerooms. While many of the tasks performed by 5-skill level airmen are the same as those of DAFSC 62230 members (see Table 11 for representative 5-skill level tasks),

Table 8 displays the shift of time spent performing tasks involving administrative and support functions, which helps distinguish this group from the lower skill level personnel.

The tasks which most clearly differentiate between the 3- and 5-skill level airmen are listed in Table 12. The higher average number of tasks performed by 5-skill level members (77 versus 62 for 3-skill level personnel) indicates a somewhat broader job than that of 3-skill level personnel. However, the heterogeneous nature of the career ladder is again demonstrated by the fact that only 15 tasks are performed by 50 percent or more of this DAFSC group.

DAFSC 62270. As personnel progress to the 7-skill level (23 percent of the survey sample), a distinct shift in job orientation occurs. Supervisory and managerial tasks become the dominant factors in utilization of 7-skill level personnel's duty time (50 percent), with 76 percent of the group reporting supervisory responsibilities. Table 8 reflects that this DAFSC group has the highest percentage of personnel (17 percent) performing administrative and support functions, while only 25 percent of their job time is devoted to the technical aspects of the food service functions. Table 13 provides representative tasks performed by 7-skill level airmen.

Although the average number of tasks performed by the group is only slightly higher than the 5-skill level members (84 tasks versus the 5-skill level's 77 tasks), Table 14 clearly displays the differences in tasks and jobs performed by the DAFSC groups. While 50 percent of the 7-skill level group report association with the dining hall, 13 percent also report working in staff offices (see Table 9). Career ladder heterogeneity is again evidenced by the fact that only 18 tasks (all of a supervisory nature) are performed by 50 percent or more of the 7-skill level personnel.

DAFSC 62299. As in most career ladders, 9-skill level personnel reported performing primarily nontechnical tasks, with 96 percent of their job time spent in supervisory, managerial, training, or administrative functions. Representing three percent of the survey sample, 85 percent report supervising an average of 6.5 personnel while performing an average of 89 tasks. The majority of these senior airmen report working in staff offices (65 percent), with 15 percent performing duty in dining halls. Typical tasks performed by the DAFSC group are listed in Table 15.

Table 16 displays tasks which most clearly differentiate between 7- and 9-skill level personnel. Review of Table 8 also clearly displays the predominantly staff nature of the 9-skill level airmen's job.

CEM CODE 62200. Representing one percent of the survey sample, this group performed primarily nontechnical tasks (see Table 17 for representative tasks), spending 77 percent of their duty time in supervisory, managerial, and training functions. While many tasks are performed in common with DAFSC 62299 personnel, Table 18 displays tasks which differentiate the two senior level airmen groups. Table 8 also reflects that CEM Code personnel devote more of their job time to administrative and support functions than do 9-skill level airmen, while spending slightly less time in supervisory and managerial functions (CEM Code members report that 75 percent of them supervise an average of 3.6 personnel as opposed to 85 percent of DAFSC 62299 supervising an average of 6.5 personnel).

### Summary

Career ladder progression is well defined, with personnel at the 3- and 5-skill level spending the vast majority their job time performing technical tasks, while at the 7-skill level, supervisory and administrative functions became the dominant characteristics of the job. Low numbers of tasks performed by 50 percent or more of the 3-, 5-, and 7-skill level groups indicate a somewhat heterogeneous career ladder for those groups. Finally, both 9-skill level and CEM Code personnel performed predominately staff-type jobs with practically no significant cooking or baking tasks reported.

TABLE 7

DISTRIBUTION OF DAFSC GROUP MEMBERS ACROSS CAREER LADDER JOBS  
(PERCENT MEMBERS RESPONDING)

JOB GROUPS	DAFSC 62230 (N=271)	DAFSC 62250 (N=1,513)	DAFSC 62270 (N=551)	DAFSC 62299 (N=65)	CEM CODE 62200 (N=16)
DINING HALL COOKS	62	50	22	0	0
FOIL PACK COOKS	*	*	*	0	0
IN-FLIGHT KITCHEN COOKS	8	6	1	0	0
MISSILE SITE COOKS	4	8	2	0	0
PASTRY KITCHEN COOKS	2	4	2	0	0
ACCOUNTANTS	0	2	3	0	0
STOREROOM PERSONNEL	6	9	4	0	0
TRAINING NCOs AND OJT MONITORS	0	*	2	0	0
STAFF QUALITY ASSURANCE EVALUATION PERSONNEL	0	*	1	5	6
FIELD SUPERVISORS	0	*	3	0	0
DINING OPERATIONS SUPERVISORS	3	2	35	85	75
FIRST-LINE SUPERVISORS	1	3	7	0	0
MESS ATTENDANT SUPERVISORS	0	*	*	0	0
FIELD QUALITY ASSURANCE EVALUATION PERSONNEL	0	0	3	2	0
PERCENT NOT GROUPED	<u>14</u>	<u>16</u>	<u>15</u>	<u>8</u>	<u>19</u>
TOTAL	100	100	100	100	100

\* DENOTES LESS THAN ONE PERCENT

TABLE 8

## AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY DAFSC GROUPS

DUTIES	TOTAL SAMPLE (N=2,435)	DAFSC 62230 (N=271)	DAFSC 62250 (N=1,513)	DAFSC 62270 (N=551)	DAFSC 62299 (N=65)	CEM CODE 62200 (N=16)
A ORGANIZING AND PLANNING	8	3	5	13	24	22
B DIRECTING AND IMPLEMENTING	6	2	4	12	20	18
C INSPECTING AND EVALUATING	9	2	5	19	36	32
D TRAINING	3	1	1	6	7	5
E PERFORMING ADMINISTRATIVE AND SUPPORT FUNCTIONS	13	8	13	17	9	14
F PERFORMING SUPPLY AND STOREROOM FUNCTIONS	10	9	11	8	2	1
G PREPARING AND COOKING FOODS	28	42	33	13	*	3
H PREPARING SERVING LINES AND SERVING FOODS	9	16	10	4	2	2
I CLEANING AND MAINTAINING FOOD SERVICE EQUIPMENT	11	13	14	6	*	1
J PERFORMING FIELD, IN-FLIGHT, AND ALERT FOOD SERVICE FUNCTIONS	<u>3</u>	<u>4</u>	<u>4</u>	<u>2</u>	<u>*</u>	<u>2</u>
TOTAL	100	100	100	100	100	100

\* DENOTES LESS THAN ONE PERCENT

TABLE 9

DISTRIBUTION OF SKILL LEVEL GROUPS BY MAJOR WORK AREAS  
(PERCENT MEMBERS PERFORMING)

WORK AREA MOST TIME SPENT	TOTAL SAMPLE (N=2,435)	DAFSC 62230 (N=271)	DAFSC 62250 (N=1,513)	DAFSC 62270 (N=551)	DAFSC 62299 (N=65)	CEM CODE 62200 (N=16)
ALERT KITCHEN	6	7	7	5	0	6
DINING HALL	47	59	45	50	15	13
CRASH KITCHEN	1	2	1	1	0	0
FIELD KITCHEN	4	4	4	2	2	0
FOIL PACK CENTRAL DISTRIBUTION SECTION	2	1	1	2	5	0
FOIL PAPER PREPARATION KITCHEN	1	1	1	1	0	0
IN-FLIGHT KITCHEN	8	10	9	6	0	0
MEDICAL KITCHEN	3	2	3	3	5	0
PASTRY KITCHEN	3	2	3	3	0	0
SITE KITCHEN	7	3	9	3	2	0
STAFF OFFICE	7	0	4	13	65	50
STOREROOM	9	7	12	4	0	0
OTHER AREAS	2	1	1	3	6	25
NOT REPORTED	0	1	0	4	0	6

TABLE 10  
REPRESENTATIVE TASKS PERFORMED  
BY 62230 PERSONNEL

TASKS	PERCENT OF 3-SKILL LEVEL MEMBERS PERFORMING
G220 FRY EGGS TO ORDER	69
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	65
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	64
G272 TEST COOKED FOODS BY TASTE OR SMELL	63
G221 GRILL MEATS, SEAFOODS, OR POULTRY	62
H274 ARRANGE FOOD ON SERVING LINES	61
H282 PAN FOODS FOR SERVING	60
G223 LOAD OR UNLOAD OVENS	58
G206 BOIL EGGS	58
G242 PREPARE EGGS FOR COOKING	58
G202 ADD GRAVIES OR SAUCES TO FOODS	56
H278 GARNISH FOODS	56
G204 BAKE MEATS, SEAFOODS, OR POULTRY	55
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	55
G259 PREPARE SANDWICHES	54
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	54
G257 PREPARE RICE OR PASTA	53
H276 CARVE COOKED MEATS, POULTRY, OR SEAFOODS FOR INDIVIDUAL SERVINGS	52
G245 PREPARE GARNISHES	52
G264 ROAST MEATS, SEAFOODS, OR POULTRY	52
G253 PREPARE MEATS, SEAFOODS, OR POULTRY FOR COOKING	51
G248 PREPARE GRAVIES OR SAUCES	51
H288 PREPARE GRIDDLES FOR USE	50
G260 PREPARE SOUPS	50
I341 CLEAN WORK TABLES	49
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	48
G234 PLACE PREPARED FOOD ITEMS IN STORAGE	48
G209 BRAISE MEATS, SEAFOODS, OR POULTRY	48
H293 REPLENISH FOODS OR BEVERAGES ON SERVING LINES	47
I321 CLEAN MEAT SLICERS	46

AVERAGE NUMBER OF TASKS PERFORMED - 62



TABLE 11  
REPRESENTATIVE TASKS PERFORMED  
BY 62250 PERSONNEL

TASKS	PERCENT OF 5-SKILL LEVEL MEMBERS PERFORMING
G220 FRY EGGS TO ORDER	61
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	58
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	57
G206 BOIL EGGS	56
G272 TEST COOKED FOODS BY TASTE OR SMELL	55
G223 LOAD OR UNLOAD OVENS	55
G221 GRILL MEATS, SEAFOODS, OR POULTRY	54
G204 BAKE MEATS, SEAFOODS, OR POULTRY	54
E133 COLLECT CASH FOR MEALS SOLD	54
H274 ARRANGE FOOD ON SERVING LINES	52
G202 ADD GRAVIES OR SAUCES TO FOODS	52
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	51
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	51
G278 GARNISH FOODS	51
G210 BREW COFFEE OR TEA	50
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	49
G242 PREPARE EGGS FOR COOKING	49
G264 ROAST MEATS, SEAFOODS, OR POULTRY	49
I341 CLEAN WORK TABLES	49
H282 PAN FOODS FOR SERVING	49
H276 CARVE COOKED MEATS, POULTRY, OR SEAFOODS FOR INDIVIDUAL SERVINGS	48
G207 BOIL OR SIMMER MEATS, SEAFOODS, OR POULTRY	48
G259 PREPARE SANDWICHES	47
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	47
G212 COOK CEREALS SUCH AS OATMEAL OR CORNMEAL	47
G209 BRAISE MEATS, SEAFOODS, OR POULTRY	47
G253 PREPARE MEATS, SEAFOODS, OR POULTRY FOR COOKING	47
H288 PREPARE GRIDDLES FOR USE	45
E150 PREPARE CASH COLLECTION RECORD FORMS (AF FORM 79)	43
I312 CLEAN FLOORS	43

AVERAGE NUMBER OF TASKS PERFORMED - 77

TABLE 12

TASKS WHICH BEST DIFFERENTIATE BETWEEN 3- AND 5-SKILL LEVEL PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 62230 (N=271)	DAFSC 62250 (N=1,513)	DIFFERENCE
H282 PAN FOODS FOR SERVING	60	49	+11
E152 PREPARE COOK'S WORKSHEET FORMS (AF FORM 679)	16	36	-20
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)			
F190 MAINTAIN SECURITY OF STORAGE AREAS	32	51	-19
C92 INSPECT FOOD OR BEVERAGES	21	40	-19
E141 MAINTAIN CHANGE FUNDS	17	35	-18
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	18	34	-16
E150 PREPARE CASH COLLECTION RECORD FORMS (AF FORM 79)	28	44	-16
F180 DETERMINE QUANTITIES OF SUBSISTENCE TO BE ISSUED	28	43	-15
F182 INSPECT INCOMING SUPPLIES	14	29	-15
E160 PREPARE MONTHLY MONETARY RECORD FORMS (AF FORM 1119)	19	33	-14
E153 PREPARE DAILY DINING HALL SUMMARY FORMS (AF FORM 1650)	5	18	-13
F183 INVENTORY SUBSISTENCE SUPPLIES	5	18	-13
E169 PREPARE TALLY IN-OUT FORMS (AF FORM 129)	19	31	-12
E163 PREPARE REGISTER OF CASH COLLECTION SHEETS FORMS (AF FORM 1254)	21	33	-12
	7	18	-11

AVERAGE NUMBER OF TASKS PERFORMED BY 62230 PERSONNEL - 62

AVERAGE NUMBER OF TASKS PERFORMED BY 62250 PERSONNEL - 77

TABLE 13

REPRESENTATIVE TASKS PERFORMED  
BY 62270 PERSONNEL

TASKS	PERCENT OF 7-SKILL LEVEL MEMBERS PERFORMING
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	71
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	68
C96 PREPARE APRs	68
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	67
C95 PERFORM SELF-INSPECTIONS	64
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	64
B57 SUPERVISE FOOD SERVICE SPECIALISTS (AFSC 62250)	64
B52 ORIENT NEWLY ASSIGNED PERSONNEL	62
A23 PLAN WORK ASSIGNMENTS	61
C92 INSPECT FOODS OR BEVERAGES	59
A13 ESTABLISH WORK SCHEDULES	58
B32 ASSIGN PERSONNEL TO DUTY POSITIONS	56
A8 DEVELOP SELF-INSPECTION PROGRAMS	56
A3 DETERMINE WORK PRIORITIES	55
E131 ADJUST MENUS	55
A9 DEVELOP WORK METHODS OR PROCEDURES	52
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	51
A5 DEVELOP INSPECTION SCHEDULES	50
B54 SUPERVISE APPRENTICE FOOD SERVICE SPECIALISTS (AFSC 62230)	49
A16 PARTICIPATE IN MENU PLANNING BOARDS	48
E151 PREPARE CASH COLLECTION VOUCHER FORMS (DD FORM 1131)	47
C69 EVALUATE CAUSES OF FOOD WASTE	47
B55 SUPERVISE CIVILIAN PERSONNEL	47
E133 COLLECT CASH FOR MEALS SOLD	47
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	47
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	46
C75 EVALUATE INDIVIDUALS FOR RECOGNITION	46
B33 CONDUCT BRIEFINGS	45
C89 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	45
E152 PREPARE COOK'S WORKSHEET FORMS (AF FORM 679)	45

AVERAGE NUMBER OF TASKS PERFORMED - 84

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN 5- AND 7-SKILL LEVEL PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 62250 (N=1,513)	DAFSC 62270 (N=551)	DIFFERENCE
G220 FRY EGGS TO ORDER	61	26	+35
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	57	25	+32
G221 GRILL MEATS, SEAFOODS, OR POULTRY	54	25	+29
I341 CLEAN WORK TABLES	49	21	+28
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	51	23	+28
G210 BREW COFFEE OR TEA	50	26	+24
H274 ARRANGE FOOD ON SERVING LINE	52	29	+23
G273 WEIGH OR MEASURE INGREDIENTS	43	22	+21
C96 PREPARE APRS	20	68	-48
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	30	71	-41
B57 SUPERVISE FOOD SERVICE SPECIALISTS (AFSC 62250)	26	64	-38
A5 DEVELOP INSPECTION SCHEDULES	17	50	-33
B32 ASSIGN PERSONNEL TO DUTY POSITIONS	26	56	-30
E131 ADJUST MENUS	30	55	-25
D107 CONDUCT OJT	21	42	-21
C97 PREPARE CIVILIAN PERFORMANCE RATINGS OR SUPERVISORY APPRAISALS	5	24	-19

AVERAGE NUMBER OF TASKS PERFORMED BY 62250 PERSONNEL - 77

AVERAGE NUMBER OF TASKS PERFORMED BY 62270 PERSONNEL - 84

TABLE 15

REPRESENTATIVE TASKS PERFORMED  
BY 62299 PERSONNEL

TASKS	PERCENT OF 9-SKILL LEVEL MEMBERS PERFORMING
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	97
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	95
C100 REVIEW CORRESPONDENCE OR REPORTS	88
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	88
C92 INSPECT FOOD OR BEVERAGES	86
A3 DETERMINE WORK PRIORITIES	86
C96 PREPARE APRs	86
A5 DEVELOP INSPECTION SCHEDULES	86
C69 EVALUATE CAUSES OF FOOD WASTE	86
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	85
B52 ORIENT NEWLY ASSIGNED PERSONNEL	85
A8 DEVELOP SELF-INSPECTION PROGRAMS	85
B61 WRITE CORRESPONDENCE	85
B51 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	83
B59 SUPERVISE FOOD SERVICE SUPERVISORS (AFSC 62270)	83
C62 ANALYZE WORKLOAD REQUIREMENTS	83
A10 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	82
B33 CONDUCT BRIEFINGS	82
C89 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	82
C76 EVALUATE INSPECTION REPORTS OR PROCEDURES	82
C75 EVALUATE INDIVIDUALS FOR RECOGNITION	82
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	82
A9 DEVELOP WORK METHODS OR PROCEDURES	82
A16 PARTICIPATE IN MENU PLANNING BOARDS	80
C85 EVALUATE SELF-INSPECTION PROGRAMS	80
C95 PERFORM SELF-INSPECTIONS	78
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	78
C88 EVALUATE WORK SCHEDULES	78
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	77
C99 PREPARE REPLIES TO INSPECTION REPORTS	77

AVERAGE NUMBER OF TASKS PERFORMED - 89

TABLE 16

TASKS WHICH BEST DIFFERENTIATE BETWEEN 7- AND 9-SKILL LEVEL PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 62270 (N=551)	DAFSC 62299 (N=65)	DIFFERENCE
E133 COLLECT CASH FOR MEALS SOLD	47	14	+33
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	36	3	+33
E151 PREPARE CASH COLLECTION VOUCHER FORMS (DD FORM 1131)	47	15	+32
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	51	20	+31
E152 PREPARE COOK'S WORKSHEET FORMS (AF FORM 679)	45	14	+31
E153 PREPARE DAILY DINING HALL SUMMARY FORMS (AF FORM 1650)	39	9	+30
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	29	0	+29
H274 ARRANGE FOOD ON SERVING LINES	29	2	+27
G220 FRY EGGS TO ORDER	26	0	+26
B59 SUPERVISE FOOD SERVICE SUPERVISORS (AFSC 62270)	25	83	-58
C76 EVALUATE INSPECTION REPORTS OR PROCEDURES	32	82	-50
B53 PREPARE BUDGET OR FINANCIAL REQUESTS	19	63	-44
C103 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	10	52	-42
C73 EVALUATE FOOD SERVICE CONTRACTS	20	58	-38
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	44	78	-34
A14 NEGOTIATE FOOD SERVICE CONTRACTS	13	45	-32
B39 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	24	51	-27
AVERAGE NUMBER OF TASKS PERFORMED BY 62270 PERSONNEL - 84			
AVERAGE NUMBER OF TASKS PERFORMED BY 62299 PERSONNEL - 89			

TABLE 17

REPRESENTATIVE TASKS PERFORMED  
BY 62200 PERSONNEL

TASKS	PERCENT OF CEM CODE MEMBERS PERFORMING
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	100
A8 DEVELOP SELF-INSPECTION PROGRAMS	94
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	88
A10 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	88
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	81
A16 PARTICIPATE IN MENU PLANNING BOARDS	81
A26 PREPARE BRIEFINGS	81
B61 WRITE CORRESPONDENCE	75
C100 REVIEW CORRESPONDENCE OR REPORTS	75
C85 EVALUATE SELF-INSPECTION PROGRAMS	75
A1 DETERMINE BUDGET OR FINANCIAL REQUIREMENTS	75
C95 PERFORM SELF-INSPECTIONS	75
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	75
C99 PREPARE REPLIES TO INSPECTION REPORTS	75
A9 DEVELOP WORK METHODS OR PROCEDURES	75
A5 DEVELOP INSPECTION SCHEDULES	75
B33 CONDUCT BRIEFINGS	75
A6 DEVELOP MOBILITY PLANS	75
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	75
C98 PREPARE RECOMMENDATIONS FOR AWARDS OR DECORATIONS	75
C89 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	69
C76 EVALUATE INSPECTION REPORTS OR PROCEDURES	69
C96 PREPARE APRs	69
C103 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	69
C86 EVALUATE SUGGESTIONS	69
A3 DETERMINE WORK PRIORITIES	69
B53 PREPARE BUDGET OR FINANCIAL REQUESTS	69
A24 PREPARE AGENDA FOR STAFF MEETINGS	69
B43 DRAFT LOCAL POLICY OR HIGHER HEADQUARTERS DIRECTIVES	69

AVERAGE NUMBER OF TASKS PERFORMED - 96

TABLE 18

TASKS WHICH BEST DIFFERENTIATE BETWEEN 9-SKILL AND CEM CODE PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 62299 (N=65)	CEM CODE 62200 (N=16)	DIFFERENCE
A11 ESTABLISH PERFORMANCE STANDARDS	72	38	+34
C91 INSPECT CLEANLINESS OF SUBSISTENCE TRANSPORT VEHICLES	68	38	+30
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	82	56	+26
B57 SUPERVISE FOOD SERVICE SPECIALISTS (AFSC 62250)	42	19	+23
E143 MAINTAIN FOOD HANDLERS CERTIFICATES	25	6	+19
C72 EVALUATE FOOD SERVICE CONTRACTOR PERFORMANCE	62	44	+18
D123 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	35	19	+16
B45 IMPLEMENT FOOD SERVICE CONTRACTS	52	38	+14
B58 SUPERVISE FOOD SERVICE SUPERINTENDENTS (AFSC 62299)	15	56	-41
D113 DETERMINE RESIDENT COURSE TRAINING REQUIREMENTS	15	38	-23
J358 DEVELOP IN-FLIGHT MENUS	5	25	-20
J357 DEVELOP GROUND FEEDING BOX MEAL MENUS	6	25	-19
J356 DEVELOP COMBAT ALERT CREW MENUS	0	19	-19
E137 CONDUCT CONSUMER LEVEL QUALITY AUDIT PROGRAM (COLEQUAP) SURVEYS	26	44	-18
C102 SERVE ON TASTE PANELS	28	44	-16
E132 ADMINISTER MEAL CARD INSPECTION PROGRAMS	29	44	-15
AVERAGE NUMBER OF TASKS PERFORMED BY 62299 PERSONNEL - 89			
AVERAGE NUMBER OF TASKS PERFORMED BY 62200 PERSONNEL - 96			



## ANALYSIS OF AFMS GROUPS

Utilization patterns for survey respondents in different Active Federal Military Service (AFMS) groups were reviewed to determine if there were differences in tasks performed. As is typical in most career ladders, as time in service increased, there was a corresponding increase in performance of duties involving supervisory, managerial, and training tasks (See Table 19). Time spent performing administrative and support functions rose through the fourth enlistment (145 - 192 months) before beginning to decline. Supply and storeroom function duty time was relatively stable through the fourth enlistment then began a downward trend. As service time increased and time spent in the supervisory functions rose, performance time for duties in the technical areas decreased. Through the third enlistment (97 - 144 months), the job remained technical, with 47 percent of the job time spent on duties related to food preparation and 23 percent to administrative and supply functions. During the fourth enlistment period, a decided change was evident, with food preparation related duties accounting for only 27 percent of the respondents' job time.

### First Enlistment Personnel

First enlistment personnel spent the vast majority of their job time performing kitchen oriented tasks involving food preparation, cooking, serving, and cleaning food service equipment. Table 20 lists representative tasks performed by this group and reflects the predominance of technical tasks, while Figure 2 displays the distribution of first-term members across the career ladder groups.

Technical school personnel requested information on and identified specific tasks in the job inventory booklet which related to subsistence and accountable records, the A La Carte system, baking, and field equipment. First enlistment personnel responses to those specified tasks were compiled and are provided in Tables 21 through 24 with the percent members performing. In response to requests for information by technical training school personnel, data were compiled to display responses to the frequency of different cooking techniques and the frequency of preparation or cooking of specific type meals by first enlistment personnel. These data are displayed in Tables 25 and 26.

### Job Satisfaction Data

Table 27 presents data reflecting the job interest, perceived utilization of talent and training, and reenlistment intentions of selected AFMS groups. Comparisons are also made between the 622X0 AFMS groups and comparative samples of all other Direct Support career ladders surveyed in 1979.

While 622X0 personnel's expressed job interest was slightly lower than the comparative sample across all AFMS groups, with one exception (the 1-48

month group's perceived utilization of training), all other job satisfaction indicators were equal to or higher than corresponding groups in the comparative sample. Although the first enlistment group's job interest and talent utilization responses were relatively low, this group's favorable reenlistment intentions are significantly higher than the comparative sample. This positive reenlistment intent trend continues across the remaining AFMS groups. By and large, 622X0 personnel appear to be somewhat happier in their jobs than are members of the other direct support career ladders (Security Police, Education and Training, etc.).

TABLE 19

## PERCENT TIME SPENT PERFORMING DUTIES BY AFMS GROUPS

DUTIES	MONTHS AFMS					
	1-48 (N=1,091)	49-96 (N=356)	97-144 (N=442)	145-192 (N=224)	193-240 (N=233)	241+ (N=82)
A ORGANIZING AND PLANNING	4	6	8	13	17	20
B DIRECTING AND IMPLEMENTING	3	5	8	11	15	17
C INSPECTING AND EVALUATING	3	6	10	16	24	33
D TRAINING	1	2	3	5	7	7
E PERFORMING ADMINISTRATIVE AND SUPPORT FUNCTIONS	11	13	14	18	14	12
F PERFORMING SUPPLY AND STOREROOM FUNCTIONS	10	11	9	10	6	4
G PREPARING AND COOKING FOODS	36	31	26	15	9	3
H PREPARING SERVING LINES AND SERVING FOODS	13	10	8	4	3	1
I CLEANING AND MAINTAINING FOOD SERVICE EQUIPMENT	15	13	11	6	3	2
J PERFORMING FIELD, IN-FLIGHT, AND ALERT FOOD SERVICE FUNCTIONS	4	3	3	2	2	1

TABLE 20

REPRESENTATIVE TASKS PERFORMED BY FIRST ENLISTMENT PERSONNEL  
(1-48 MONTHS AFMS)

TASKS	PERCENT MEMBERS PERFORMING (N=1,091)
G220 FRY EGGS TO ORDER	64
G216 DEEP FAT FRY MEATS, SEAFOOD, OR POULTRY	62
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	60
G223 LOAD OR UNLOAD OVENS	59
G221 GRILL MEATS, SEAFOODS, OR POULTRY	58
G206 BOIL EGGS	57
G272 TEST COOKED FOODS BY TASTE OR SMELL	57
G204 BAKE MEATS, SEAFOOD, OR POULTRY	55
H274 ARRANGE FOOD ON SERVING LINES	54
G202 ADD GRAVIES OR SAUCES TO FOODS	53
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	53
G259 PREPARE SANDWICHES	52
H282 PAN FOODS FOR SERVING	52
G242 PREPARE EGGS FOR COOKING	52
H278 GARNISH FOODS	52
I341 CLEAN WORK TABLES	52
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	50
G264 ROAST MEATS, SEAFOODS, OR POULTRY	50
H276 CARVE COOKED MEATS, POULTRY, OR SEAFOODS FOR INDIVIDUAL SERVINGS	50
G210 BREW COFFEE OR TEA	50
G253 PREPARE MEATS, SEAFOODS, OR POULTRY FOR COOKING	49
G245 PREPARE GARNISHES	48
G207 BOIL OR SIMMER MEATS, SEAFOODS, OR POULTRY	48
H288 PREPARE GRIDDLES FOR USE	48
G248 PREPARE GRAVIES OR SAUCES	47
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	47
G257 PREPARE RICE OR PASTA	47
G234 PLACE PREPARED FOOD ITEMS IN STORAGE	47
I344 DISPOSE OF FOOD WASTE	46
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1035)	46

AVERAGE NUMBER OF TASKS PERFORMED - 70

FIGURE 2

DISTRIBUTION OF FIRST ENLISTMENT PERSONNEL  
ACROSS CAREER LADDER JOBS  
(PERCENT MEMBERS RESPONDING)

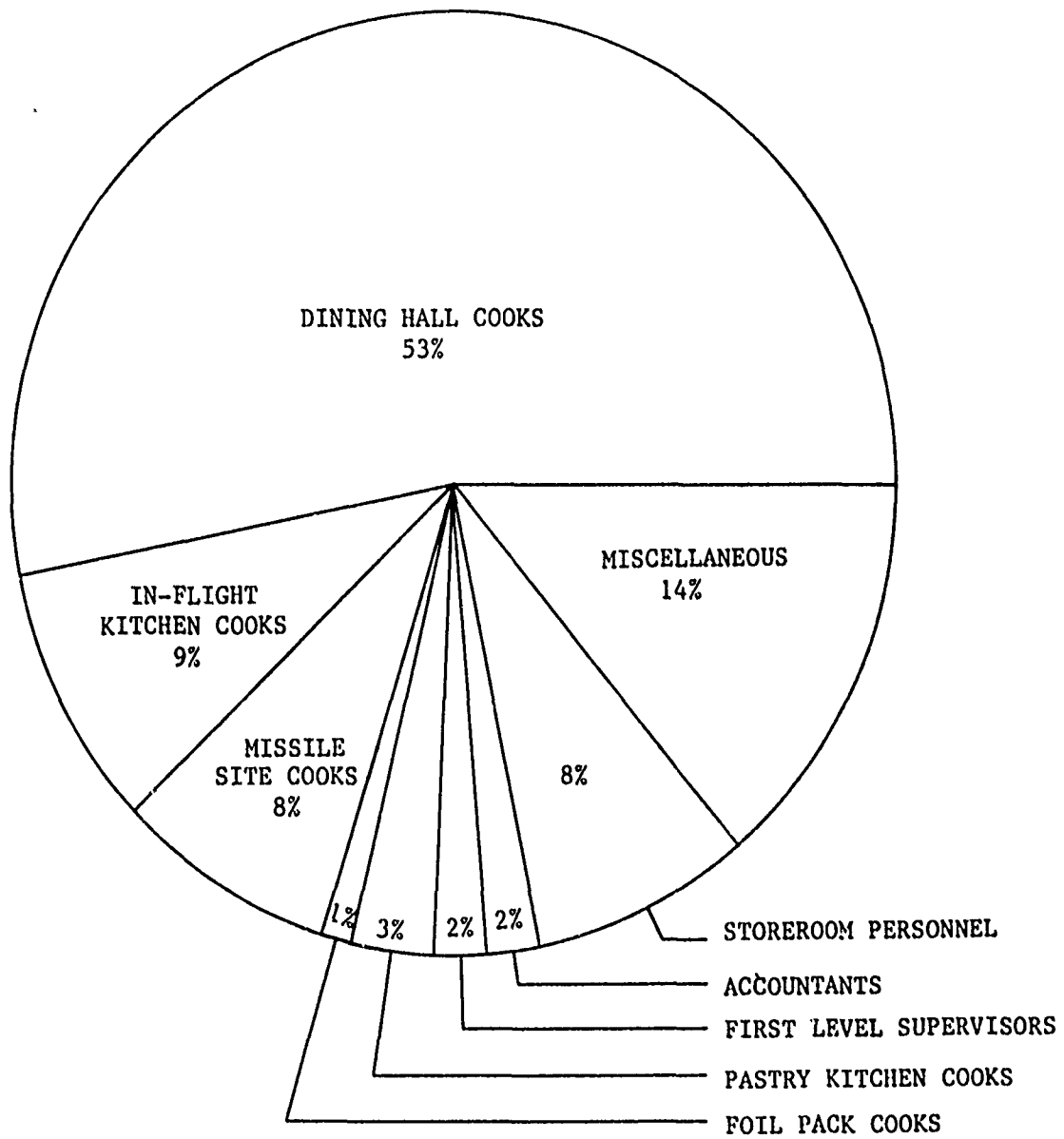


TABLE 21

REPRESENTATIVE SUBSISTENCE AND ACCOUNTABLE RECORDS TASKS  
PERFORMED BY FIRST ENLISTMENT PERSONNEL  
(1-48 MONTHS AFMS)

TASKS	PERCENT MEMBERS PERFORMING (N=1,091)
E131 ADJUST MENUS	23
E133 COLLECT CASH FOR MEALS SOLD	52
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	46
E141 MAINTAIN CHANGE FUNDS	30
E152 PREPARE COOK'S WORKSHEET FORMS (AF FORM 679)	28
E154 PREPARE FIELD RATION DINING HALL STOCK RECORD FORMS (AF FORM 147)	18
E156 PREPARE FOOD SERVICE OPERATIONS REPORT FORMS (AF FORM 249)	4
E158 PREPARE INVENTORY OF CLASS QUARTERMASTER SUPPLIES FORMS (DD FORM 160)	17
E160 PREPARE MONTHLY MONETARY RECORD FORMS (AF FORM 1119)	13
E161 PREPARE MONTHLY SUMMARY OF FLIGHT FEEDING FORMS (AF FORM 467)	8
E163 PREPARE REGISTER OF CASH COLLECTION SHEETS FORMS (AF FORM 1254)	13
E164 PREPARE REQUEST FOR FLIGHT MEALS FORMS (AF FORM 463)	14
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	39
E167 PREPARE SUBSISTENCE REQUEST FORMS (AF FORM 287)	19
E169 PREPARE TALLY IN-OUT FORMS (AF FORM 129)	30
E174 RECONCILE CASH COLLECTIONS WITH HEAD COUNT TALLIES USING AF FORM 79	20
E176 RESEARCH RECIPES	10

TABLE 22

REPRESENTATIVE A LA CARTE SYSTEM TASKS PERFORMED BY  
FIRST ENLISTMENT PERSONNEL  
(1-48 MONTHS AFMS)

TASKS	PERCENT MEMBERS PERFORMING (N=1,091)
E148 OPERATE CASH REGISTERS	9
E156 PREPARE FOOD SERVICE OPERATIONS REPORT FORMS (AF FORM 249)	4
E160 PREPARE MONTHLY MONETARY RECORD FORMS (AF FORM 1119)	13
E161 PREPARE MONTHLY SUMMARY OF FLIGHT FEEDING FORMS (AF FORM 467)	8
E163 PREPARE REGISTER OF CASH COLLECTION SHEETS FORMS (AF FORM 1254)	13
E173 PROGRAM CASH REGISTERS FOR OPERATION	11
E175 RECONCILE CASH COLLECTIONS WITH HEADCOUNT TALLIES USING CASH REGISTER REPORTS	10

TABLE 23  
 REPRESENTATIVE BAKING TASKS PERFORMED BY  
 FIRST ENLISTMENT PERSONNEL  
 (1-48 MONTHS AFMS)

TASKS	PERCENT MEMBERS PERFORMING (N=1,091)
G203 BAKE BREADS OR PASTRIES	24
G214 CUT DOUGH	18
G215 DECORATE CAKES	17
G218 DESIGN CAKE DECORATIONS	12
G233 LOAD OR UNLOAD OVENS	59
G228 PAN BATTERS	22
G229 PAN DOUGH	16
G233 PLACE BREAD ON COOLING RACKS	13
G236 PREPARE BREAD, ROLLS, OR CAKES FROM PREPACKAGED MIXES	23
G239 PREPARED DEHYDRATED FOODS FOR COOKING OR SERVING	41
G254 PREPARE PIES	18
G256 PREPARE QUICK BREADS	18
G263 PREPARE YEAST DOUGH FOR BAKING	14
G273 WEIGH OR MEASURE INGREDIENTS	43
I303 CLEAN CAKE BATTER DISPENSERS	8
I323 CLEAN MIXERS	20
I324 CLEAN OVENS	34
I326 CLEAN PASTRY RACKS	12
I331 CLEAN PROOFING CABINETS	8



TABLE 24

REPRESENTATIVE FIELD EQUIPMENT TASKS PERFORMED BY  
FIRST ENLISTMENT PERSONNEL  
(1-48 MONTHS AFMS)

TASKS	PERCENT MEMBERS PERFORMING (N=1,091)
I345 PERFORM OPERATOR MAINTENANCE OF FIELD KITCHEN EQUIPMENT	9
J352 CLEAN FIELD KITCHEN STOVES	10
J363 INVENTORY FIELD EQUIPMENT	5
J366 MAINTAIN SUPPLY OF FIELD EQUIPMENT SPARE PARTS	3
J368 OPERATE COMPRESSORS FOR FIELD FIRE UNITS	4
J369 PACK OR UNPACK FIELD EQUIPMENT	6
J372 PERFORM WATER PURIFICATION TESTS	3
J374 PREPARE FIELD KITCHEN BURNER UNITS FOR USE	6
J379 PURIFY WATER	3
J384 SET UP OR DISMANTLE FIELD KITCHEN COOKING EQUIPMENT	6
J385 SET UP OR DISMANTLE FIELD KITCHEN STORAGE AREAS	6
J386 SET UP OR DISMANTLE FIELD KITCHEN TENTS	7
J387 SET UP OR DISMANTLE FIELD SERVING LINES	7
J388 SET UP OR DISMANTLE MESS KIT CLEANING AND SANITIZING FACILITIES	5
J389 SET UP OR DISMANTLE WATER STERILIZING BAGS	3

TABLE 25

COOKING TECHNIQUE FREQUENCY OF USE BY FIRST ENLISTMENT PERSONNEL  
(PERCENT MEMBERS RESPONDING\*)

FREQUENCY OF USE	COOKING TECHNIQUE			
	LARGE QUANTITY	PROGRESSIVE	SMALL QUANTITY	OTHER
VERY SMALL AMOUNT	22	15	22	4
MUCH BELOW AVERAGE	4	4	6	0
BELOW AVERAGE	6	6	9	**
SLIGHTLY BELOW AVERAGE	4	6	5	1
ABOUT AVERAGE	23	23	17	1
SLIGHTLY ABOVE AVERAGE	5	6	4	0
ABOVE AVERAGE	7	11	6	1
MUCH ABOVE AVERAGE	3	5	4	0
VERY LARGE AMOUNT	7	8	8	**

\*TOTALS WILL NOT EQUAL 100 PERCENT DUE TO NONRESPONSES

\*\*DENOTES LESS THAN ONE PERCENT

TABLE 26

FREQUENCY OF PREPARATION OR COOKING FOR SPECIFIC MEALS BY FIRST ENLISTMENT PERSONNEL  
(PERCENT MEMBERS RESPONDING)\*

TYPE MEALS	VERY SMALL AMOUNT	MUCH BELOW AVERAGE	BELOW AVERAGE	SLIGHTLY BELOW AVERAGE	ABOUT AVERAGE	SLIGHTLY ABOVE AVERAGE	ABOVE AVERAGE	MUCH ABOVE AVERAGE	VERY LARGE AMOUNT
COMBAT ALERT CREW MEALS	44	4	3	1	3	**	2	1	6
CRASH KITCHEN MEALS	47	4	3	2	3	**	**	1	2
DINING HALL MEALS	22	3	6	1	13	3	5	3	25
FIELD KITCHEN MEALS	46	4	4	2	3	**	1	**	3
FOIL PACK FROZEN MEALS	46	3	2	1	3	1	1	1	7
GROUND FEEDING BOX MEALS	34	5	4	3	7	2	3	1	7
IN-FLIGHT MEALS	38	3	4	2	7	2	3	1	6
LOW CALORIE MEALS	45	4	4	2	4	1	1	**	1
POST-FLIGHT MEALS	47	4	3	**	3	**	**	**	2
PRE-FLIGHT MEALS	46	3	3	1	3	1	1	1	2
THERAPEUTIC MEALS	51	3	3	**	1	**	1	**	2
OTHER	5	0	0	**	0	0	1	0	**

\*TOTALS WILL NOT EQUAL 100 PERCENT DUE TO NONRESPONSES

\*\*DENOTES LESS THAN ONE PERCENT

TABLE 27

COMPARISON OF JOB SATISFACTION INDICATORS BY AFMS GROUPS  
(PERCENT MEMBERS RESPONDING)

	1-48 MONTHS AFMS		49-96 MONTHS AFMS		97+ MONTHS AFMS	
	622X0 (N=1,091)	COMPARATIVE SAMPLE** (N=3,398)	622X0 (N=356)	COMPARATIVE SAMPLE** (N=1,654)	622X0 (N=981)	COMPARATIVE SAMPLE** (N=2,089)
<u>EXPRESSED JOB INTEREST:</u>						
DULL	31	35	24	26	13	14
SO-SO	29	20	28	17	21	12
INTERESTING	40	42	48	53	66	69
NOT REPORTED	0	3	0	4	0	5
<u>PERCEIVED UTILIZATION OF TALENT:</u>						
LITTLE OR NOT AT ALL	49	50	36	38	21	20
FAIRLY WELL TO PERFECTLY	51	49	64	61	78	78
NOT REPORTED	0	1	0	1	1	2
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
LITTLE OR NOT AT ALL	32	30	30	32	21	24
FAIRLY WELL TO PERFECTLY	67	69	70	67	78	74
NOT REPORTED	1	1	0	1	1	2
<u>REENLISTMENT INTENTIONS:</u>						
NO, OR PROBABLY NO	56	64	35	45	24	30
YES, OR PROBABLY YES	43	32	64	51	76	66
NOT REPORTED	1	4	1	4	0	4

\*COMPARATIVE SAMPLE OF DIRECT SUPPORT CAREER LADDERS SURVEYED IN 1979  
(INCLUDES AFSCs 251X0, 391X0A/B, 751X3, 753X0, 753X1, 811X0/A, AND 811X2/A)

## ANALYSIS OF CONUS VERSUS OVERSEAS GROUPS

Comparisons were made of the tasks performed and background data for the 1,102 DAFSC 62250 personnel assigned to the Continental United States (CONUS) versus the 404 in the sample assigned to overseas locations. While CONUS personnel performed an average of 72 tasks, overseas personnel reported a slightly higher average of 90 tasks. Overall the jobs performed by the two groups were much the same; however, one notable difference was the slightly higher percentage of overseas personnel performing tasks related to preparing serving lines, serving foods, and cleaning food service equipment (Table 28 lists tasks which best differentiate between the two groups). This slight variation in the jobs is most likely accounted for by the fact that many overseas bases are not covered by some type of food service contract as are the vast majority of CONUS bases.

Comparison of background data revealed little difference between the groups. Overseas personnel report only slightly higher average time in the service (67 months versus 64 months for CONUS personnel) and time in the career field (61 months versus 58 months for CONUS personnel). Common job satisfaction indicators of job interest and perceived utilization of talent and training were almost identical. Finally, 60 percent of the overseas respondents indicated plans to reenlist, while 58 percent of CONUS personnel report intentions to remain in the Air Force.

TABLE 28

TASKS WHICH BEST DIFFERENTIATE BETWEEN DAFSC 62250  
CONUS AND OVERSEAS PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	CONUS (N=1,102)	OVERSEAS (N=404)	DIFFERENCE
H277 FILL BEVERAGE DISPENSERS	24	51	-27
I333 CLEAN SERVING LINES	20	44	-24
H293 REPLENISH FOODS OR BEVERAGES	32	55	-23
H299 SET UP EATING OR SERVING UTENSILS ON SERVING LINES	26	46	-20
B55 SUPERVISE CIVILIAN PERSONNEL	22	40	-18
H275 ASSEMBLE BOX LUNCHES	30	47	-17
A22 PLAN SERVING LINE ARRANGEMENTS	34	50	-16
H296 SERVE FOOD CAFETERIA STYLE	28	44	-16
H286 PREPARE CHILLING TABLES FOR SERVING	14	29	-15
G245 PREPARE GARNISHES	42	55	-13
H289 PREPARE ICE BINS FOR SELF-SERVICE	13	26	-13
G244 PREPARE FRUIT SALADS	24	37	-13
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	49	61	-12
G238 PREPARE DAIRY PRODUCTS FOR COOKING OR SERVING	34	46	-12
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	41	52	-11

AVERAGE NUMBER OF TASKS PERFORMED BY 62250 CONUS PERSONNEL - 72

AVERAGE NUMBER OF TASKS PERFORMED BY 62250 OVERSEAS PERSONNEL - 90

## ANALYSIS OF MAJOR AIR COMMAND GROUPS

Tasks and background data for major air commands utilizing 622X0 personnel were examined to determine if there were significant differences in jobs based on command assignment.

Generally, the largest percentage of duty time and 622X0 personnel resources in each MAJCOM are committed to the technical functions of preparing and cooking food in the dining halls and the various specialty kitchens (see Table 29). The only significant exceptions are the US Air Force Academy and ATC, which spend the majority of their job time in supervisory and managerial functions. This difference is most likely accounted for by the predominantly civilian manning of the food service operation at the Academy and the almost total utilization of food service contract operations at ATC installations. PACAF, while not to the extent of ATC or the Academy, shows a slightly different pattern of duty time devoted to technical tasks than the other flying commands. This variance also appears to be related to a difference in dining hall and kitchen personnel manning patterns, with PACAF having a higher proportion of civilian personnel authorizations than the other MAJCOMs.

One other difference noted was the somewhat higher percent members of SAC, AAC, and elements of HQ USAF performing tasks relating to the operation and programming of cash registers and reconciling collections with head-count tallies using cash register reports.

With the few exceptions noted above, there appear to be no major differences in how 622X0 personnel are utilized by the various major commands.

TABLE 29  
PERCENTAGE OF TIME SPENT ON DUTIES BY MAJCOM GROUPS

DUTIES	USAF (N=15)	ATC (N=86)	HQ USAF (N=33)	ADCOM (N=60)	AAC (N=77)	AFSC (N=50)	USAF (N=347)	MAC (N=255)	PACAF (N=129)	SAC (N=811)	TAC (N=549)
A ORGANIZING AND PLANNING	24	11	11	11	6	5	8	7	9	7	8
B DIRECTING AND IMPLEMENTING	14	14	8	7	5	6	6	7	8	5	7
C INSPECTING AND EVALUATING	21	24	14	10	6	8	9	9	11	7	7
D TRAINING	1	3	2	3	2	2	2	2	3	2	3
E PERFORMING ADMINISTRATIVE AND SUPPORT FUNCTIONS	16	7	6	10	10	15	12	14	19	15	12
F PERFORMING SUPPLY AND STOREHOOD FUNCTIONS	6	5	10	7	10	12	8	11	8	11	9
G PREPARING AND COOKING FOODS	9	14	21	32	34	28	29	26	19	27	34
H PREPARING SERVING LINES AND SERVING FOODS	2	5	8	10	10	11	12	9	9	8	10
I CLEANING AND MAINTAINING FOOD SERVICE EQUIPMENT	6	16	19	9	11	11	12	11	9	14	7
J PERFORMING FIELD, IN-FLIGHT, AND ALERT FOOD SERVICE FUNCTIONS	*	1	1	1	6	2	2	4	5	4	3

\* DENOTES LESS THAN ONE PERCENT



## ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

Survey data were compared to the AFR 39-1 Specialty Descriptions for the Food Service Specialist and Food Service Supervisor, dated 30 April 1978, and the Food Service Superintendent, dated 31 October 1978. These descriptions are intended to give a broad overview of the duties and tasks performed in each skill level of the specialty.

Descriptions for the Food Service Supervisor and Food Service Superintendent accurately reflect the supervisory nature of the 7-skill level job and the staff and supervisory nature of the 9-skill level and CEM jobs.

While the Food Service Specialist description provides a good overview of the duties and tasks involved with food preparation, cooking, baking, and equipment operation and maintenance, the description of administrative and storeroom functions is very limited. Although two job groups were identified (see CAREER LADDER STRUCTURE) as Accountants and Storeroom Personnel, these two functions are only briefly referenced in paragraph 2c regarding supervision. This does not reflect the distinctive nature of these two functions.

The data also indicate a substantial number of 3- and 5-skill level airmen involved in handling and accounting for monies. Yet no reference to this very important responsibility is mentioned in the 3- and 5-level specialty description. Tasks involving money handling and accounting are listed below and warrant review for possible inclusion in any future update of the specialty description.

TASKS	PERCENT MEMBERS PERFORMING		
	DAFSC 62230 (N=271)	DAFSC 62250 (N=1,513)	DAFSC 62230/50 (N=1,784)
E133 COLLECT CASH FOR MEALS SOLD	41	54	52
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	32	51	49
E141 MAINTAIN CHANGE FUNDS	18	34	32
E150 PREPARE CASH COLLECTION RECORD FORMS (AF FORM 79)	28	43	41
E151 PREPARE CASH COLLECTION VOUCHER FORMS (DD FORM 1131)	16	27	25

## TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program which is relevant to the needs of personnel working in their first assignment within a career ladder. Factors which may be used in evaluating training are the percent of first job (1-24 months AFMS) or first enlistment (1-48 months) members performing tasks, along with training emphasis and task difficulty ratings previously explained in the SURVEY METHODOLOGY section. These factors were used in evaluating the Specialty Training Standard (STS) and the Plan of Instruction (POI) for the 622X0 career ladder. Technical school personnel from the Lowry Technical Training Center, Lowry AFB CO, matched inventory tasks to appropriate sections of the STS and POI for course 3ABR62230-000/3AQR62231-000. It was this matching upon which comparisons were based. A complete computer listing reflecting the percent members performing, training emphasis ratings, and task difficulty ratings for each task statement, along with STS and POI matching has been forwarded to the technical school for their use in any further detailed review of training documents. A summary of that information is described below.

### Training Emphasis

Table 30 presents the top 30 tasks which the raters indicated as requiring the highest training emphasis. While the percentages of first enlistment personnel performing these tasks are not high (only eight tasks are performed by 50 percent or above), only one task has less than 30 percent of the sample members performing. This would suggest that the tasks, on the whole, are deserving of some form of common structured training. Table 31 lists those tasks which were rated lowest in training emphasis. Very low percentages of sample personnel perform these tasks. This would indicate that such tasks would not normally be included in a formal training program unless they were determined to be of a critical nature.

### Task Difficulty

Two hundred two of the 389 tasks in the inventory were rated above average in difficulty (5.00 or higher). The majority of those tasks dealt with supervisory, managerial, training, reports and forms, and field or in-flight kitchen functions. Tasks rated below average in difficulty were primarily associated with facility and equipment sanitation, serving equipment preparation, and storeroom tasks. Tables 32 and 33 present the 15 tasks rated most and least difficult respectively, while Table 34 lists tasks rated average in difficulty.

### Specialty Training Standard (STS)

A comprehensive review of STS 622X0, dated January 1979, was made, comparing the STS to survey data. STS paragraphs containing general information or subject matter knowledge proficiency requirements were not evaluated.

Generally, the STS appears to be complete in providing general training requirements for the significant jobs performed by personnel in the field, with the survey data supporting most STS paragraphs and subparagraphs. No significant tasks in the job inventory were left unmatched to some element of the STS. This indicated comprehensive overall coverage of the field by the document.

One element of the STS may require further review. As indicated in the CAREER LADDER STRUCTURE ANALYSIS section, one group of airmen (seven percent of the survey sample) devotes the majority of their job time (over 60 percent) to storeroom and supply functions. The STS, however, contains only a one-line reference to this function (subparagraph 13k, Apply Store-room Procedures). Survey data reflect a number of tasks (16) matched to this element, with TE ratings above average (ranging from 5.14 to 6.35) and percent members performing ranging up to 59 percent. Typical tasks performed by this group include inspecting incoming supplies, determining quantities of subsistence to be issued, placing perishable and nonperishable subsistence supplies in storage, and rotating stock.

This subparagraph warrants further review by subject matter specialists and training development personnel to determine if, based on the current career ladder structure, there should be an expansion of this entry. As previously mentioned, complete printouts reflecting the task performance data have been forwarded to the technical school for their review.

#### Plan of Instruction (POI)

Based on previously mentioned assistance from technical school subject matter specialists in matching inventory tasks to the 3ABR62230-000/3AQR62231-000 POI, dated 16 March 1979, a computer product was generated displaying the results of that matching process. Information furnished for consideration includes: training emphasis and task difficulty ratings; percent members performing data for the total sample and the 3- and 5-skill levels; and percent members performing data for first job (1-24 months) and first enlistment (1-48 months) personnel.

While, on the whole, the survey data support the current training program, two course units merit discussion. The POI devotes eight hours of course time to Block II, Unit 4, Preparation of Bakery Products. Although the TE ratings are average or above, none of the tasks matched to that unit of training are performed by 30 percent or more of the first enlistment respondents (see Table 35). Similarly, Block III, Unit 1, Central Pastry Kitchen (37 hours), reflects that no tasks peculiar to the baking function have over 30 percent members performing. This lack of performance by first job personnel in the field (essentially the same percent members performing figures apply across the career ladder as a whole) may indicate a need for a review of this portion of the course by subject matter specialists and training personnel to determine if resident course training is appropriate.

TABLE 30

TASKS RATED HIGHEST IN TRAINING EMPHASIS FOR 622X0 PERSONNEL

TASKS	TRAINING EMPHASIS	TASK DIFFICULTY	PERCENT MEMBERS PERFORMING	
			FIRST ENLISTMENT (N=1,091)	TOTAL SAMPLE 622X0 (N=2,435)
G209 BRAISE MEATS, SEAFOODS, OR POULTRY	7.43	4.72	46	41
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	7.39	6.48	62	50
G211 BROIL MEATS, SEAFOODS, OR POULTRY	7.37	4.89	41	36
G264 ROAST MEATS, SEAFOODS, OR POULTRY	7.31	5.11	50	43
G204 BAKE MEATS, SEAFOODS, OR POULTRY	7.27	5.22	55	47
G221 GRILL MEATS, SEAFOODS, OR POULTRY	7.25	4.46	46	47
G208 BOIL OR SIMMER VEGETABLES OR FRUIT	7.14	4.23	50	43
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	7.10	4.79	47	40
G272 TEST COOKED FOODS BY TASTE OR SMELL	7.10	4.45	57	52
G273 WEIGH OR MEASURE INGREDIENTS	7.10	4.61	43	36
G207 BOIL OR SIMMER MEATS, SEAFOODS, OR POULTRY	7.08	4.56	48	42
G265 SAUTE MEATS, SEAFOODS, OR POULTRY	7.06	5.26	33	31
G269 STEW MEATS, SEAFOODS, OR POULTRY	7.06	4.86	38	33
G253 PREPARE MEATS, SEAFOOD, OR POULTRY FOR COOKING	7.00	4.57	49	40
G217 DEEP FAT FRY VEGETABLES OR FRUITS	6.98	4.74	31	27
G248 PREPARE GRAVIES OR SAUCES	6.98	4.87	47	40
H276 CARVE COOKED MEATS, POULTRY, SEAFOODS FOR INDIVIDUAL SERVINGS	6.96	5.32	50	42
G251 PREPARE MEAT, SEAFOOD, OR POULTRY DRESSINGS	6.88	5.05	35	32
H278 GARNISH FOODS	6.88	4.30	52	44
G245 PREPARE GARNISHES	6.86	4.53	48	40
G260 PREPARE SOUPS	6.84	4.69	45	39
F183 INVENTORY SUBSISTENCE SUPPLIES	6.82	4.94	27	32
H279 GARNISH SERVING LINES	6.82	4.33	40	35
G268 STEAM VEGETABLES OR FRUITS	6.78	4.50	41	33
G220 FRY EGGS TO ORDER	6.76	4.14	64	52
G230 PAN FRY MEATS, SEAFOODS, OR POULTRY	6.73	4.60	33	29
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	6.71	4.29	39	39

TABLE 31

TASKS RATED LOWEST IN TRAINING EMPHASIS FOR 622X0 PERSONNEL\*

TASKS	PERCENT MEMBERS PERFORMING		
	TRAINING EMPHASIS	TASK DIFFICULTY	FIRST ENLISTMENT (N=1,091)
E131 ADJUST MENUS	3.33	5.24	23
J373 PREPARE ACCESSORY ITEM PACKETS	3.33	4.39	4
H294 SERVE FOOD AT TABLES	3.31	4.48	9
J351 CALCULATE FOOD MODIFICATIONS FOR FLIGHT CREW MEALS	3.31	5.85	7
J364 ISSUE OR RECEIVE IN-FLIGHT FOOD PREPARATION EQUIPMENT	3.29	5.05	5
J377 PREPARE MOBILE FEEDING VANS FOR DEPLOYMENT	3.29	5.83	3
E144 MAINTAIN FOOD SERVICE PUBLICATIONS, REGULATIONS, OR MANUALS	3.28	4.98	8
J361 INSPECT FIELD KITCHEN WASTE DISPOSAL PITS	3.28	5.12	5
E171 PREPARE UNSATISFACTORY MATERIAL REPORT (SUBSISTENCE) FORMS (DD FORM 1608)	3.24	5.62	4
F186 LABEL SUPPLIES FOR TRANSFER OR SHIPMENT	3.02	4.23	9
E138 DEVELOP MENUS FOR SPECIAL EVENTS	2.96	5.52	9
J381 SERVE MEALS IN-FLIGHT	2.96	4.89	6
F194 PRICE RESALE ITEMS	2.92	4.47	9
I348 REPLACE LIGHT BULBS OR FLOURESCENT TUBES	2.86	3.10	21
J366 MAINTAIN SUPPLY OF FIELD EQUIPMENT SPARE PARTS	2.80	5.15	3
J356 DEVELOP COMBAT ALERT CREW MENUS	2.55	5.76	5
E166 PREPARE SIGNATURE CARD FORMS (DD FORM 577)	2.20	3.96	4
E132 ADMINISTER MEAL CARD INSPECTION PROGRAMS	2.02	5.13	12
E140 MAINTAIN ADMINISTRATIVE FILES	1.96	5.78	7
E178 VERIFY CLAIMS OR BILLS FOR PAYMENT	1.75	5.38	5
E147 MAINTAIN SUSPENSE FILES	1.72	4.80	5
E179 VERIFY COMPUTER LISTINGS	1.61	5.55	4
E177 TYPE CORRESPONDENCE OR REPORTS	1.55	5.95	5
E162 PREPARE PUNCH CARD TRANSCRIPT FORMS (AF FORM 1530)	1.31	6.30	3
E139 KEYPUNCH DATA CARDS	1.29	6.43	4
E146 MAINTAIN STATUS BOARDS, GRAPHS, OR CHARTS	1.28	5.19	6
			12

\*EXCLUDING NORMAL SUPERVISORY, MANAGERIAL, OR TRAINING TASKS

TABLE 32

## THE 15 TASKS RATED AS MOST DIFFICULT BY 622X0 PERSONNEL

TASKS	TASK DIFFICULTY RATING	PERCENT MEMBERS PERFORMING (N=2,435)
A27 PREPARE FOOD SERVICE CONTRACTS	8.50	9
A14 NEGOTIATE FOOD SERVICE CONTRACTS	8.32	11
C103 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	7.72	8
B45 IMPLEMENT FOOD SERVICE CONTRACTS	7.56	10
D114 DEVELOP RESIDENT COURSE OR CAREER DEVELOPMENT COURSE (CDC) CURRICULUM MATERIALS	7.18	5
A6 DEVELOP MOBILITY PLANS	7.15	13
A1 DETERMINE BUDGET OR FINANCIAL REQUIREMENTS	7.08	23
A18 PLAN LAYOUT OF FACILITIES	7.04	12
D130 WRITE TEST QUESTIONS	7.00	5
C67 EVALUATE BUDGETING OR FINANCIAL REQUIREMENTS	6.96	12
A25 PREPARE AGENDA FOR SYMPOSIUMS, CONFERENCES, OR WORKSHOPS	6.93	11
A29 PREPARE UNIT EMERGENCY PLANS	6.89	10
G218 DESIGN CAKE DECORATIONS	6.88	12
C73 EVALUATE FOOD SERVICE CONTRACTS	6.85	11
D108 CONDUCT RESIDENT COURSE CLASSROOM TRAINING	6.82	6

TABLE 33

THE 15 TASKS RATED AS LEAST DIFFICULT BY 622X0 PERSONNEL

TASKS	TASK DIFFICULTY RATING	PERCENT MEMBERS PERFORMING (N=2,435)
H287 PREPARE CONDIMENTS, SUCH AS BUTTERS, JELLIES, OR SYRUPS, FOR SELF-SERVICE	2.83	24
H289 PREPARE ICE BINS FOR SELF-SERVICE	2.88	14
H292 PREPARE TOASTERS FOR USE	3.07	26
I348 REPLACE LIGHT BULBS OR FLOURESCENT TUBES	3.10	21
G250 PREPARE JUICES FOR SERVING	3.14	27
H285 PREPARE BREAD DISPENSERS FOR USE	3.15	18
H288 PREPARE GRIDDLES FOR USE	3.16	39
H277 FILL BEVERAGE DISPENSERS	3.16	26
I341 CLEAN WORK TABLES	3.23	41
I344 DISPOSE OF FOOD WASTE	3.26	36
G242 PREPARE EGGS FOR COOKING	3.30	42
H286 PREPARE CHILLING TABLES FOR SERVING	3.32	15
G206 BOIL EGGS	3.32	47
H290 PREPARE SALAD BARS FOR SERVING	3.34	21
H300 WRAP FOOD ITEMS	3.37	26

TABLE 34

THE 15 TASKS RATED AS AVERAGE IN DIFFICULTY BY 622X0 PERSONNEL

TASKS	TASK DIFFICULTY RATING	PERCENT MEMBERS PERFORMING (N=2,435)
G205 BAKE VEGETABLES OR FRUITS	5.04	34
A23 PLAN WORK ASSIGNMENTS	5.04	36
F195 RECONCILE INVENTORIES TO ACCOUNT RECORDS	5.02	18
F189 MAINTAIN RESERVE LEVELS OF SUBSISTENCE SUPPLIES	5.02	17
G252 PREPARE MEAT, SEAFOOD, OR POULTRY SALADS	5.02	22
E137 CONDUCT CONSUMER LEVEL QUALITY AUDIT PROGRAM (COLEQUAP) SURVEYS	5.01	16
J370 PACKAGE FOIL PACK MEALS	5.01	5
A7 DEVELOP ORGANIZATIONAL CHARTS	5.01	15
E144 MAINTAIN FOOD SERVICE PUBLICATIONS, REGULATIONS, OR MANUALS	4.98	18
J382 SET UP ASSEMBLY LINES FOR IN-FLIGHT MEALS	4.98	6
G266 SAUTE VEGETABLES OR FRUITS	4.95	27
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	4.95	37
J349 ASSEMBLE BULK ISSUE MEALS FOR PREPARATION IN-FLIGHT	4.94	11
F183 INVENTORY SUBSISTENCE SUPPLIES	4.94	32
J363 INVENTORY FIELD EQUIPMENT	4.94	6



TABLE 35

POI BLOCKS REFLECTING LOW FIRST JOB TASK PERFORMANCE  
(LESS THAN 30 PERCENT PERFORMING)

POI BLOCK	MATCHED REPRESENTATIVE TASKS	TRAINING EMPHASIS	TASK DIFFICULTY	PERCENT MEMBERS PERFORMING	
				FIRST JOB (N=588)	FIRST ENLISTMENT (N=1,091)
BLOCK II, UNIT 4, PREPARATION OF BAKERY PRODUCTS (8 HOURS)	G203 BAKE BREAD OR PASTRIES	6.37	6.43	25	25
	G254 PREPARE PIES	6.02	5.89	17	18
	G256 PREPARE QUICK BREADS	5.88	5.76	19	18
	G236 PREPARE BREAD, ROLLS, OR CAKES FROM PREPACKAGED MIXES	5.86	4.79	22	23
	G263 PREPARE YEAST DOUGH FOR BAKING	5.84	5.88	14	14
	G228 PAN BATTERS	5.55	4.12	22	22
	G214 CUT DOUGH	5.49	3.99	18	18
	G215 DECORATE CAKES	5.18	6.48	16	17
	G229 PAN DOUGH	4.98	4.42	16	16
	G218 DESIGN CAKE DECORATIONS	4.51	6.88	11	12
	G233 PLACE BREAD ON COOLING RACKS	4.06	3.39	11	13
BLOCK III, UNIT 1, CENTRAL PASTRY KITCHEN (37 HOURS)	G203 BAKE BREAD OR PASTRIES	6.37	6.43	25	25
	G254 PREPARE PIES	6.02	5.89	17	18
	G255 PREPARE PUDDINGS OR CUSTARDS	5.96	5.24	19	18
	G256 PREPARE QUICK BREADS	5.88	5.76	19	18
	G236 PREPARE BREAD, ROLLS, OR CAKES FROM PREPACKAGED MIXES	5.86	4.79	22	23
	G263 PREPARE YEAST DOUGH FOR BAKING	5.84	5.88	14	14
	G228 PAN BATTERS	5.55	4.12	22	22
	G214 CUT DOUGH	5.49	3.99	18	18
	G215 DECORATE CAKES	5.18	6.48	16	17
	G229 PAN DOUGH	4.98	4.42	16	17

## AFSC 621X0/622X0 MERGER ANALYSIS

In April 1978, the Baker career ladder (AFSC 621X0) was deleted and approximately 137 airmen were converted to and merged into AFSC 622X0. When such a consolidation occurs, it is desirable to assess how well the personnel and the functions of the specialty eliminated have been integrated into the gaining career ladder.

To assist in this evaluation, career ladder personnel identified selected tasks that were peculiar to the baking function. Personnel in the survey sample who had previously held AFSC 621X0 were identified, and a special job description of tasks currently performed by the group was created. Evaluation of the group of 57 personnel selected showed that they represent most MAJCOMs in the sample, average 123 months AFMS, and hold an average grade of E-5. A group with comparable characteristics (97-144 month AFMS group) was identified and used, along with the total sample, for comparisons.

Table 36 compares selected baking tasks and cooking and serving tasks across the groups. Personnel with prior baking experience are still using their expertise in their current assignments. This is evident in the relatively high percentage of the group performing baking tasks as compared to the lower percentages in the other groups (these low percentages for the other two groups indicate that baking functions do not constitute a large portion of the total 622X0 career ladder's job). However, this high performance does not necessarily indicate a problem with the merger. There was a specific job group identified (GRP179, Pastry Kitchen Cooks) in the career ladder structure analysis whose primary function was baking. With only 12 of the converted 621X0 personnel in that job group of 71 airmen, this means the remaining 45 airmen are spread across the rest of the career ladder structure (e.g., 23 are in the Dining Hall Cook job group and 11 are in the Supervisory Personnel cluster) and, as such, are performing a variety of other 622X0 career ladder tasks and are not specializing to any great degree.

Since it would be expected for supervisors to utilize the prior baking skills of their personnel where possible, we must also view these data from another angle to evaluate how well the merger has worked. Looking again at Table 36, it can be seen that the group of prior 621X0 personnel are performing cooking tasks on par with the comparable AFMS group, and, in fact, the total sample. This clearly suggests that 621X0 personnel can be expected to be performing the normal range of 622X0 career ladder tasks based on the function to which they are assigned.

In summary, the data indicate that prior 621X0 personnel have been effectively assimilated into the 622X0 career ladder, and that personnel in the 622X0 career ladder are performing baking tasks in proportion to the limited part of the career ladder devoted to baking functions.

TABLE 36

COMPARISONS OF SELECTED TASKS PERFORMED BY PRIOR  
AFS 621X0 BAKER PERSONNEL WITH OTHER GROUPS  
(PERCENT MEMBERS PERFORMING)

TASKS	PRIOR 621X0 PERSONNEL (N=57)	97-144 MONTH AFMS GROUP (N=442)	TOTAL SAMPLE (N=2,435)
<u>REPRESENTATIVE BAKING TYPE TASKS</u>			
G203 BAKE BREAD OR PASTRIES	61	23	25
G254 PREPARE PIES	60	19	17
G214 CUT DOUGH	58	19	18
G228 PAN BATTERS	54	23	22
G236 PREPARE BREAD, ROLLS, OR CAKES FROM PREPACKAGED MIXES	53	24	22
G229 PAN DOUGH	53	19	15
G215 DECORATE CAKES	53	17	16
G263 PREPARE YEAST DOUGH FOR BAKING	47	16	14
G218 DESIGN CAKE DECORATIONS	42	14	12
G256 PREPARE QUICK BREADS	40	19	17
<u>REPRESENTATIVE COOKING OR SERVING TYPE TASKS</u>			
G220 FRY EGGS TO ORDER	60	47	66
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	53	45	62
H274 ARRANGE FOOD ON SERVING LINES	53	49	57
G206 BOIL EGGS	49	47	59
G221 GRILL MEATS, SEAFOODS, OR POULTRY	46	45	60
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	44	44	40
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	44	50	50
H282 PAN FOODS FOR SERVING	44	43	43
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	42	46	43
G257 PREPARE RICE OR PASTA	42	41	39
G238 PREPARE DAIRY PRODUCTS FOR COOKING OR SERVING	39	33	32
G259 PREPARE SANDWICHES	37	39	40
G271 TENDERIZE MEATS	37	35	32
H276 CARVE COOKED MEATS, POULTRY, OR SEAFOODS FOR INDIVIDUAL SERVINGS	35	42	42

## COMPARISON OF CURRENT SURVEY TO PREVIOUS SURVEY

The results of this survey were compared to those of Occupational Survey Report (OSR) AFPT 90-622-114, written in October 1973. Comparisons were made to career ladder structures, DAFSC, and AFMS groups.

Table 37 displays the comparison of the career ladder structures identified in 1980 and 1973. Most groups found in 1973 were also found in the 1980 analysis, indicating an overall stability in the career ladder. There were, however, some new job groups identified in the 1980 analysis. Pastry Kitchen Cooks is a new group and was not found in 1973 since Bakers, at that time, were in a separate career ladder. Staff and Field QAE Personnel groups are new job types and, no doubt, result from the move to more food service operation contracting. Mess Attendant Supervisors and Training NCOs and OJT Monitors are additional job groups which were not identified in the 1973 survey analysis. While Accountants is a new group name, it appears to be similar in background and task performance to the Administrative Spec group in the 1973 survey. Since they were not included in the 1980 survey, Diet Therapy personnel (a separate career ladder) did not appear in the 1980 career ladder structure.

Review of Table 38 reveals some interesting trends. The average number of personnel supervised dropped significantly across all DAFSC groups over the years. This is, most likely, a function of the food service contracting trend. Except for DAFSC 62230, all other comparative groups show a decline in job interest. However, even though job satisfaction indicators are not very high, the percentage of personnel in the 1980 groups favorably considering reenlistment is higher across the board than those of the 1973 groups.

Data compiled for AFMS groups in Table 39 also shows the decline in number of personnel supervised. Job satisfaction indicators for the 1-48 months AFMS group are significantly higher for the 1980 respondents, while those for the 49-96 months group are significantly lower. This decrease in job satisfaction indicators for career airmen is disturbing; however, it is encouraging that, after the second enlistment group (49-96 months AFMS), reenlistment intent is again higher for the 1980 respondents.

TABLE 37

## COMPARISON OF JOB GROUPS IN 1980 SURVEY TO 1973 SURVEY\*

1980 SURVEY (N=2,435)	PERCENT OF SAMPLE	1973 SURVEY (N=1,930)	PERCENT OF SAMPLE
COOKING PERSONNEL CLUSTER	63	COOKS	36
DINING HALL COOKS	43	APPRENTICE COOKS	5
NOT IDENTIFIED	**	MESS ATTENDANTS	1
FOIL PACK COOKS	4	NOT IDENTIFIED	3
IN-FLIGHT KITCHEN COOKS	6	IN-FLIGHT KITCHEN COOKS	2
MISSILE SITE COOKS	3	SITE COOKS	.
PASTRY KITCHEN COOKS		NOT IDENTIFIED	
ACCOUNTANTS	2	ADMINISTRATIVE SPEC	3
STOREROOM PERSONNEL	7	STOREROOM SPEC	10
TRAINING NCOs AND OJT MONITORS	1	SUPPLY AND RATION BREAKDOWN	1
STAFF QAE PERSONNEL	**	NOT IDENTIFIED	
SUPERVISORY PERSONNEL CLUSTER	18	NOT IDENTIFIED	
FIELD SUPERVISORS	1	SUPERVISORS	18
DINING OPERATIONS SUPERVISORS	12	MID-LEVEL SUPERVISORS	8
FIRST-LINE SUPERVISORS	3	WORK LEADERS	1
MESS ATTENDANT SUPERVISORS	**	SHIFT LEADERS	2
FIELD QAE PERSONNEL	1	NOT IDENTIFIED	
		NOT IDENTIFIED	

\* INCLUDES BOTH 622X0 AND 622X1 PERSONNEL

\*\* DENOTES LESS THAN ONE PERCENT

TABLE 38

COMPARISON OF PREVIOUS SURVEY\* AND CURRENT SURVEY DAFSC GROUPS

	TOTAL SAMPLE		DAFSC 62230		DAFSC 62250		DAFSC 62270	
	1973 (N=1,690)	1980 (N=2,435)	1973 (N=368)	1980 (N=271)	1973 (N=1,009)	1980 (N=1,513)	1973 (N=313)	1980 (N=551)
<u>GENERAL BACKGROUND INFORMATION:</u>								
AVERAGE TIME IN CAREER FIELD (MONTHS)	78	82	12	12	68	59	188	156
AVERAGE TIME IN SERVICE (MONTHS)	83	89	18	15	72	65	199	167
AVERAGE NUMBER PERSONNEL SUPERVISED	7	2.6	3	.3	5	1.4	11	6.3
AVERAGE GRADE	4.0	4.3	2.6	2.4	4.0	3.9	5.7	5.7
<u>JOB SATISFACTION INFORMATION: (PERCENT MEMBERS RESPONDING)</u>								
JOB FAIRLY INTERESTING OR BETTER	53%	51%	34%	41%	51%	45%	84%	70%
TALENT OR TRAINING UTILIZED FAIRLY WELL OR BETTER**	64%	-	43%	-	63%	-	92%	-
TALENT UTILIZED FAIRLY WELL OR BETTER	-	64%	-	55%	-	58%	-	80%
TRAINING UTILIZED FAIRLY WELL OR BETTER	-	72%	-	69%	-	68%	-	80%
FAVORABLY CONSIDERING REENLISTING	48%	59%	33%	41%	56%	58%	54%	72%

\* 622X0 PERSONNEL ONLY

\* THE TALENT AND TRAINING QUESTIONS WERE COMBINED IN 1973 SURVEY

TABLE 39

## COMPARISON OF PREVIOUS SURVEY\* AND CURRENT SURVEY AFHS GROUPS

	1-48 MONTHS		49-96 MONTHS		97-144 MONTHS		241+ MONTHS	
	1973 (N=861)	1980 (N=1,091)	1973 (N=289)	1980 (N=356)	1973 (N=152)	1980 (N=442)	1973 (N=132)	1980 (N=82)
<u>GENERAL BACKGROUND INFORMATION:</u>								
AVERAGE TIME IN CAREER FIELD (MONTHS)	19	22	64	69	115	109	259	263
AVERAGE TIME IN SERVICE (MONTHS)	21	25	68	72	122	118	273	278
AVERAGE NUMBER PERSONNEL SUPERVISED	3.8	.5	5.6	1.8	7.4	3.2	11.9	7.4
AVERAGE GRADE	3.0	3.1	4.4	4.4	5.0	4.9	6.1	7.4
<u>JOB SATISFACTION INFORMATION: (PERCENT MEMBERS RESPONDING)</u>								
JOB FAIRLY INTERESTING OR BETTER	35%	40%	63%	48%	73%	57%	85%	84%
TALENT OR TRAINING UTILIZED FAIRLY WELL OR BETTER**	46%	-	74%	-	82%	-	91%	-
TALENT UTILIZED FAIRLY WELL OR BETTER	-	51%	-	64%	-	71%	-	90%
TRAINING UTILIZED FAIRLY WELL OR BETTER	-	67%	-	67%	-	75%	-	93%
FAVORABLY CONSIDERING REENLISTING	34%	43%	78%	64%	82%	87%	33%	39%

\* 622X0 PERSONNEL ONLY

\*\* THE TALENT AND TRAINING QUESTIONS WERE COMBINED IN 1973 SURVEY

## IMPLICATIONS

Low job satisfaction in the kitchen-type jobs is a problem in the Food Service career ladder which Air Force functional managers and local management personnel should be aware of and make some attempt to deal with. As pointed out in the CAREER LADDER STRUCTURE ANALYSIS summary, over one half of the survey sample population is affected, with Foil Pack, In-Flight Kitchen, and Missile Site Cooks groups being particularly low. The very specialized function and limited scope of the jobs appears to be the heart of the problem. Although no obvious trends were seen in the limited number of complaint-type write-in comments received during the survey, some personnel felt that they did not get to do enough cooking, while a few others indicated they were unhappy with the mass feeding type cooking so necessary in the Air Force. This suggests that, while little can be done about mass cooking requirements, local supervisors or managers may need to see if there is any way they can devise or change procedures to add variety to jobs, or, at least, to allow more frequent rotations among various special, limited functions (see Table 5 for the range of average months in present job figures). Attempts to avoid stagnation could be very helpful in the kitchen oriented jobs, where all but one of the career ladder groups has a majority of first-term personnel. Low job interest was also evident in the review of the first-enlistment group members as a whole.

Also identified in the career ladder structure analysis was the possibility that one group of airmen in the career ladder are performing a job which might better be done by personnel specifically trained in procedures peculiar to the function. The job type at issue is STOREROOM PERSONNEL (GRP234), discussed in the CAREER LADDER STRUCTURE ANALYSIS. Comprised of 167 airmen (seven percent of the total survey sample), the group's sole function is the management of subsistence supplies. They perform essentially no cooking tasks. A review of the representative tasks performed by a majority of the group (see Table VIII, Appendix A), and a comparison of those tasks to the Specialty Summary for Materiel Facilities Specialists, is very interesting. That summary reads as follows: "Receives, prepares for storage, stores, segregates, inventories, issues, delivers, prepares shipments, identifies, inspects, and classifies property." This description could practically be overlaid on the task list for the STOREROOM PERSONNEL group.

Discussions with personnel in the field who work in the storeroom, and those who are responsible for the storeroom function, were inconclusive as to whether prior cooking experience was really helpful to job performance of storeroom personnel; however, these discussions left little doubt that prior cooking experience was not absolutely necessary for effective performance on the job. Yet 52 percent of the group were first-term personnel and of the 167 people in the job type, 82 percent reported having completed the eight week, four day 3ABR62230-000, Food Service Specialist course.

The above background information raises the question of whether storeroom personnel are using their food service training, or as to the necessity of manning the storeroom function with personnel who have gone through over eight weeks of specific training learning how to prepare and cook food (only eight hours are devoted specifically to storeroom procedures),



as opposed to manning the function with personnel who are trained in supply procedures. If, indeed, formal technical training is required, the Materiel Facilities Specialist course (3ABR64531-000) is a relatively short three week-two day, self-paced course. It would appear, then, that a savings of approximately five weeks of training time could be achieved if Food Service Specialists were released back to their cooking duties and the storeroom function was manned with AFSC 645X1 personnel instead. Since there were 4,272 military personnel assigned in the 622X0 career ladder at the time the job survey was initiated, extending the seven percent of the survey sample this job type represents across the total assigned strength would equate to approximately 299 personnel being affected by this issue.

Because of the large size and the number of personnel involved, the Storeroom Personnel group was singled out, examined, and discussed in regard to the utilization of training and appropriate type manning for the job group. It should also be pointed out that the Accountant group could also be examined in more detail by career ladder managers since this group also was highly specialized and performed a job with practically no cooking or food preparation tasks involved.

APPENDIX A

CAREER LADDER STRUCTURE GROUP REPRESENTATIVE TASK LISTS

TABLE I  
COOKING PERSONNEL CLUSTER  
(GRP024)

TASKS	PERCENT MEMBERS PERFORMING
G220 FRY EGGS TO ORDER	79
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	76
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	75
G223 LOAD OR UNLOAD OVENS	73
G206 BOIL EGGS	72
G221 GRILL MEATS, SEAFOODS, OR POULTRY	72
G272 TEST COOKED FOODS BY TASTE OR SMELL	72
G204 BAKE MEATS, SEAFOODS, OR POULTRY	71
H274 ARRANGE FOOD ON SERVING LINES	69
G202 ADD GRAVIES OR SAUCES TO FOODS	68
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	67
G242 PREPARE EGGS FOR COOKING	67
H278 GARNISH FOODS	66
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	66
G264 ROAST MEATS, SEAFOODS, OR POULTRY	65
H282 PAN FOODS FOR SERVING	65
G207 BOIL OR SIMMER MEATS, SEAFOODS, OR POULTRY	64
H276 CARVE COOKED MEATS, POULTRY, OR SEAFOODS FOR INDIVIDUAL SERVINGS	63
G248 PREPARE GRAVIES OR SAUCES	63
G253 PREPARE MEATS, SEAFOODS, OR POULTRY FOR COOKING	62
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	62
G209 BRAISE MEATS, SEAFOODS, OR POULTRY	62
G212 COOK CEREALS, SUCH AS OATMEAL OR CORNMEAL	62
G210 BREW COFFEE OR TEA	62
G259 PREPARE SANDWICHES	61
G245 PREPARE GARNISHES	61
G260 PREPARE SOUPS	61
I341 CLEAN WORK TABLES	61
H288 PREPARE GRIDDLES FOR USE	60
G257 PREPARE RICE OR PASTA	60

TABLE II  
DINING HALL COOKS  
(GRP694)

TASKS	PERCENT MEMBERS PERFORMING
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	93
G221 GRILL MEATS, SEAFOODS, OR POULTRY	91
G220 FRY EGGS TO ORDER	90
H274 ARRANGE FOOD ON SERVING LINES	89
G202 ADD GRAVIES OR SAUCES TO FOODS	89
G204 BAKE MEATS, SEAFOODS, OR POULTRY	88
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	88
H278 GARNISH FOODS	88
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	87
G272 TEST COOKED FOODS BY TASTE OR SMELL	87
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	86
G207 BOIL OR SIMMER MEATS, SEAFOODS, OR POULTRY	86
H282 PAN FOODS FOR SERVING	85
G264 ROAST MEATS, SEAFOODS, OR POULTRY	85
G248 PREPARE GRAVIES OR SAUCES	85
G209 BRAISE MEATS, SEAFOODS, OR POULTRY	84
G206 BOIL EGGS	84
H276 CARVE COOKED MEATS, POULTRY, OR SEAFOODS FOR INDIVIDUAL SERVINGS	84
G223 LOAD OR UNLOAD OVENS	82
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	82
G245 PREPARE GARNISHES	81
G253 PREPARE MEATS, SEAFOODS, OR POULTRY FOR COOKING	81
G242 PREPARE EGGS FOR COOKING	80
G260 PREPARE SOUPS	80
G257 PREPARE RICE OR PASTA	80
G212 COOK CEREALS, SUCH AS OATMEAL OR CORNMEAL	77
H288 PREPARE GRIDDLES FOR USE	75
G211 BROIL MEATS, SEAFOODS, OR POULTRY	75
H279 GARNISH SERVING LINES	74
G269 STEW MEATS, SEAFOODS, OR POULTRY	72

TABLE III  
FOIL PACK COOKS  
(GRP293)

TASKS	PERCENT MEMBERS PERFORMING
I312 CLEAN FLOORS	100
G202 ADD GRAVIES OR SAUCES TO FOODS	100
G204 BAKE MEATS, SEAFOODS, OR POULTRY	90
I341 CLEAN WORK TABLES	80
I328 CLEAN POT AND PAN SINKS	80
I321 CLEAN MEAT SLICERS	80
G264 ROAST MEATS, SEAFOODS, OR POULTRY	80
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	80
G248 PREPARE GRAVIES OR SAUCES	80
G253 PREPARE MEATS, SEAFOODS, OR POULTRY FOR COOKING	80
G257 PREPARE RICE OR PASTA	70
G273 WEIGH OR MEASURE INGREDIENTS	70
I308 CLEAN DEEP FAT FRYERS	70
G268 STEAM VEGETABLES OR FRUITS	70
G223 LOAD OR UNLOAD OVENS	70
G209 BRAISE MEATS, SEAFOODS, OR POULTRY	70
I307 CLEAN CRIMPER MACHINES	70
I329 CLEAN POTS OR PANS	60
I327 CLEAN POT AND PAN RACKS	60
G208 BOIL OR SIMMER VEGETABLES OR FRUITS	60
G237 PREPARE CANNED FOODS FOR COOKING OR SERVING	60
G262 PREPARE VEGETABLES OR FRUITS FOR COOKING OR SERVING	60
I333 CLEAN SERVING LINES	50
I340 CLEAN WALLS OR WINDOWS	50
G226 OVEN FRY MEATS, SEAFOODS, OR POULTRY	50
I325 CLEAN OVENS	50
G207 BOIL OR SIMMER MEATS, SEAFOODS, OR POULTRY	50
G203 BAKE BREADS OR PASTRIES	50
G254 PREPARE PIES	50
G211 BROIL MEATS, SEAFOODS, OR POULTRY	50

TABLE IV  
IN-FLIGHT KITCHEN COOKS  
(GRP176)

TASKS	PERCENT MEMBERS PERFORMING
J350 ASSEMBLE IN-FLIGHT MEALS	95
H275 ASSEMBLE BOX LUNCHES	94
J371 PACKAGE SANDWICH MEALS	93
J355 DATE STAMP PREPARED MEALS	86
E133 COLLECT CASH FOR MEALS SOLD	83
G210 BREW COFFEE OR TEA	82
I341 CLEAN WORK TABLES	81
I321 CLEAN MEAT SLICERS	81
I305 CLEAN COFFEE URNS	80
G259 PREPARE SANDWICHES	78
I312 CLEAN FLOORS	77
J349 ASSEMBLE BULK ISSUE MEALS FOR PREPARATION IN-FLIGHT	74
E164 PREPARE REQUEST FOR FLIGHT MEALS FORMS (AF FORM 463)	74
J367 MAINTAIN WATER OR COFFEE JUGS	73
G216 DEEP FAT FRY MEATS, SEAFOODS, OR POULTRY	72
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHER FORMS (AF FORM 1305)	69
I344 DISPOSE OF FOOD WASTE	64
I332 CLEAN REFRIGERATORS	64
J359 DISTRIBUTE INDIVIDUAL MEALS	62
I329 CLEAN POTS OR PANS	61
I318 CLEAN INDOOR STORAGE OR RECEIVING AREAS	61
F198 ROTATE STOCK	58
G206 BOIL EGGS	58
I308 CLEAN DEEP FAT FRYERS	57
I328 CLEAN POT AND PAN SINKS	54
E169 PREPARE TALLY IN-OUT FORMS (AF FORM 129)	53
F193 PLACE PERISHABLE SUBSISTENCE SUPPLIES IN STORAGE	53
F192 PLACE NONPERISHABLE SUBSISTENCE SUPPLIES IN STORAGE	52
I325 CLEAN OVENS	52
G264 ROAST MEATS, SEAFOODS, OR POULTRY	50

TABLE V  
MISSILE SITE COOKS  
(GRP199)

TASKS	PERCENT MEMBERS PERFORMING
I312 CLEAN FLOORS	95
I332 CLEAN REFRIGERATORS	95
I325 CLEAN OVENS	94
G220 FRY EGGS TO ORDER	93
I336 CLEAN TOASTERS	93
E133 COLLECT CASH FOR MEALS SOLD	90
I314 CLEAN GLASSWARE, DISHWARE, OR EATING UTENSILS	90
I309 CLEAN DINING TABLES	89
I316 CLEAN GRIDDLES	88
G210 BREW COFFEE OR TEA	85
I340 CLEAN WALLS OR WINDOWS	83
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	83
E150 PREPARE CASH COLLECTION RECORD FORMS (AF FORM 79)	81
I343 DEFROST FREEZERS	79
F198 ROTATE STOCK	79
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	77
I341 CLEAN WORK TABLES	77
I310 CLEAN DISH STORAGE AREAS	77
I344 DISPOSE OF FOOD WASTE	74
I334 CLEAN SERVING UTENSILS	74
J375 PREPARE FOIL FROZEN MEALS FOR SERVING	70
E141 MAINTAIN CHANGE FUNDS	69
I329 CLEAN POTS OR PANS	68
G223 LOAD OR UNLOAD OVENS	67
G242 PREPARE EGGS FOR COOKING	66
I301 ARRANGE DINING FACILITY FURNITURE	64
F182 INSPECT INCOMING SUPPLIES	63
I305 CLEAN COFFEE URNS	63
I315 CLEAN GREASE TRAPS	62
I311 CLEAN DISPOSAL RECEPTACLES	62

TABLE VI  
PASTRY KITCHEN COOKS  
(GRP179)

TASKS	PERCENT MEMBERS PERFORMING
G254 PREPARE PIES	97
G214 CUT DOUGH	97
G203 BAKE BREADS OR PASTRIES	94
G215 DECORATE CAKES	93
G255 PREPARE PUDDINGS OR CUSTARDS	92
G229 PAN DOUGH	89
G236 PREPARE BREAD, ROLLS, OR CAKES FROM PREPACKAGED MIXES	87
G263 PREPARE YEAST DOUGH FOR BAKING	85
G223 LOAD OR UNLOAD OVENS	77
G273 WEIGH OR MEASURE INGREDIENTS	75
G228 PAN BATTERS	73
I341 CLEAN WORK TABLES	61
G256 PREPARE QUICK BREADS	61
G218 DESIGN CAKE DECORATIONS	59
I323 CLEAN MIXERS	58
G225 MAKE MINOR CHANGES IN RECIPES	56
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	55
I312 CLEAN FLOORS	51
G272 TEST COOKED FOODS BY TASTE OR SMELL	49
I325 CLEAN OVENS	48
I326 CLEAN PASTRY RACKS	46
G219 DETERMINE APPROPRIATE INGREDIENT SUBSTITUTIONS	46
G224 MAKE MENU ITEM SUBSTITUTIONS	44
G234 PLACE PREPARED FOOD ITEMS IN STORAGE	42
I303 CLEAN CAKE BATTER DISPENSERS	41
G220 FRY EGGS TO ORDER	41
G233 PLACE BREAD ON COOLING RACKS	37
H282 PAN FOODS FOR SERVING	35
E169 PREPARE TALLY IN-OUT FORMS (AF FORM 129)	35
G213 COOK PANCAKES, FRENCH TOAST, OR WAFFLES	35



TABLE VII  
ACCOUNTANTS  
(GRP202)

TASKS	PERCENT MEMBERS PERFORMING
E160 PREPARE MONTHLY MONETARY RECORD FORMS (AF FORM 1119)	96
E151 PREPARE CASH COLLECTION VOUCHER FORMS (DD FORM 1131)	94
E149 PREPARE BASIC DAILY FOOD ALLOWANCE COMPUTATION FORMS (AF FORM 200)	90
E174 RECONCILE CASH COLLECTIONS WITH HEAD COUNT TALLIES USING AF FORM 79	84
E163 PREPARE REGISTER OF CASH COLLECTION SHEETS FORMS (AF FORM 1254)	84
E133 COLLECT CASH FOR MEALS SOLD	82
E156 PREPARE FOOD SERVICE OPERATIONS REPORT FORMS (AF FORM 249)	80
E136 COMPUTE RECEIPT COSTS	78
E161 PREPARE MONTHLY SUMMARY OF FLIGHT FEEDING FORMS (AF FORM 467)	76
E150 PREPARE CASH COLLECTION RECORD FORMS (AF FORM 79)	67
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	65
E153 PREPARE DAILY DINING HALL SUMMARY FORMS (AF FORM 1650)	63
E140 MAINTAIN ADMINISTRATIVE FILES	63
E178 VERIFY CLAIMS OR BILLS FOR PAYMENT	59
E135 COMPLETE REQUEST FOR ISSUE OR TURN-IN FORMS (DD FORM 1150)	55
E175 RECONCILE CASH COLLECTIONS WITH HEAD COUNT TALLIES USING CASH REGISTER REPORTS	53
E146 MAINTAIN STATUS BOARDS, GRAPHS, OR CHARTS	53
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	53
E179 VERIFY COMPUTER LISTINGS	49
E139 KEYPUNCH DATA CARDS	49
E162 PREPARE PUNCH CARD TRANSCRIPT FORMS (AF FORM 1530)	45
E137 CONDUCT CONSUMER LEVEL QUALITY AUDIT PROGRAM (COLEQUAP) SURVEYS	45
C66 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	45
E164 PREPARE REQUEST FOR FLIGHT MEALS FORMS (AF FORM 463)	43
E144 MAINTAIN FOOD SERVICE PUBLICATIONS, REGULATIONS, OR MANUALS	43
E177 TYPE CORRESPONDENCE OR REPORTS	41
A1 DETERMINE BUDGET OR FINANCIAL REQUIREMENTS	37
B52 ORIENT NEWLY ASSIGNED PERSONNEL	37
E158 PREPARE INVENTORY OF CLASS QUARTERMASTER SUPPLIES FORMS (DD FORM 160)	35
B39 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	35

TABLE VIII  
STOREROOM PERSONNEL  
(GRP234)

TASKS	PERCENT MEMBERS PERFORMING
F192 PLACE NONPERISHABLE SUBSISTENCE SUPPLIES IN STORAGE	98
F193 PLACE PERISHABLE SUBSISTENCE SUPPLIES IN STORAGE	97
F183 INVENTORY SUBSISTENCE SUPPLIES	96
F198 ROTATE STOCK	93
F184 ISSUE SUBSISTENCE SUPPLIES	93
F182 INSPECT INCOMING SUPPLIES	93
F190 MAINTAIN SECURITY OF STORAGE AREAS	92
F200 VERIFY COST OF SUBSISTENCE ITEMS	86
F199 VERIFY AMOUNT OF SHIPMENTS BY COUNT OR WEIGHT	85
F187 LOAD OR UNLOAD SUPPLIES OR EQUIPMENT	85
F197 RETURN EXCESS SUBSISTENCE TO STORAGE	84
F201 VERIFY RECEIVING FORMS	81
F180 DETERMINE QUANTITIES OF SUBSISTENCE TO BE ISSUED	80
E167 PREPARE SUBSISTENCE REQUEST FORMS (AF FORM 287)	80
E169 PREPARE TALLY IN-OUT FORMS (AF FORM 129)	78
F191 PICK UP OR DELIVER SUBSISTENCE SUPPLIES OR EQUIPMENT	75
E154 PREPARE FIELD RATION DINING HALL STOCK RECORD FORMS (AF FORM 147)	72
F181 ESTABLISH TIMES FOR ISSUING ITEMS FROM REFRIGERATED STORAGE	71
E158 PREPARE INVENTORY OF CLASS QUARTERMASTER SUPPLIES FORMS (DD FORM 160)	70
F189 MAINTAIN RESERVE LEVELS OF SUBSISTENCE SUPPLIES	68
F196 REGULATE TEMPERATURE OF STORAGE AREAS	68
F195 RECONCILE INVENTORIES TO ACCOUNT RECORDS	66
E165 PREPARE SENIOR COOK'S REQUISITION FORMS (AF FORM 148)	62
F185 LABEL OR DATE STAMP ASSEMBLED RATIONS	46
C92 INSPECT FOODS OR BEVERAGES	42
F194 PRICE RESALE ITEMS	38
E131 ADJUST MENUS	37
I318 CLEAN INDOOR STORAGE OR RECEIVING AREAS	35
E160 PREPARE MONTHLY MONETARY RECORD FORMS (AF FORM 1119)	35
A9 DEVELOP WORK METHODS OR PROCEDURES	30

TABLE IX  
TRAINING NCOs AND OJT MONITORS  
(GRP230)

TASKS	PERCENT MEMBERS PERFORMING
D116 DIRECT OR IMPLEMENT OJT PROGRAMS	93
D111 COUNSEL TRAINEES ON TRAINING PROGRESS	93
D107 CONDUCT OJT	87
D119 EVALUATE OJT TRAINERS OR TRAINEES	87
D104 ADMINISTER TESTS	87
D112 DETERMINE OJT TRAINING REQUIREMENTS	87
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	87
D121 EVALUATE TRAINING PROGRESS OF STUDENTS	80
D120 EVALUATE TRAINING METHODS OR TECHNIQUES	80
D123 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	80
B52 ORIENT NEWLY ASSIGNED PERSONNEL	80
D126 PREPARE TRAINING REPORTS	73
D117 DIRECT OR IMPLEMENT TRAINING PROGRAMS OTHER THAN OJT	73
D122 MAINTAIN STUDY REFERENCE FILES	73
D115 DEVELOP TRAINING AIDS	73
D128 SCORE TESTS	73
D127 PROCURE TRAINING AIDS, SPACE, OR EQUIPMENT	67
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	67
B33 CONDUCT BRIEFINGS	67
D124 PLAN OJT	60
D110 CONDUCT SECURITY TRAINING	60
D125 PREPARE LESSON PLANS	60
D109 CONDUCT SAFETY TRAINING	60
D130 WRITE TEST QUESTIONS	53
D113 DETERMINE RESIDENT COURSE TRAINING REQUIREMENTS	53
D106 ASSIGN ON-THE-JOB TRAINING (OJT) TRAINERS	47
D108 CONDUCT RESIDENT COURSE CLASSROOM TRAINING	47
D129 SELECT INDIVIDUALS FOR SPECIALIZED TRAINING	47
B39 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	47
A8 DEVELOP SELF-INSPECTION PROGRAMS	47

TABLE X  
STAFF QUALITY ASSURANCE EVALUATION PERSONNEL  
(GRP248)

TASKS	PERCENT MEMBERS PERFORMING
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	100
C72 EVALUATE FOOD SERVICE CONTRACTOR PERFORMANCE	91
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	91
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	82
C73 EVALUATE FOOD SERVICE CONTRACTS	73
B61 WRITE CORRESPONDENCE	73
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	73
C86 EVALUATE SUGGESTIONS	73
C69 EVALUATE CAUSES OF FOOD WASTE	73
A26 PREPARE BRIEFINGS	73
A5 DEVELOP INSPECTION SCHEDULES	64
C66 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	64
C68 EVALUATE CAUSES OF FAULTY FOOD PRODUCTS	64
A8 DEVELOP SELF-INSPECTION PROGRAMS	55
C92 INSPECT FOODS OR BEVERAGES	55
C65 CONDUCT STAFF ASSISTANCE VISITS	55
B45 IMPLEMENT FOOD SERVICE CONTRACTS	55
C76 EVALUATE INSPECTION REPORTS OR PROCEDURES	55
B46 IMPLEMENT QUALITY CONTROL STANDARDS	55
B33 CONDUCT BRIEFINGS	55
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	55
C85 EVALUATE SELF-INSPECTION PROGRAMS	55
C67 EVALUATE BUDGETING OR FINANCIAL REQUIREMENTS	55
A14 NEGOTIATE FOOD SERVICE CONTRACTS	45
A27 PREPARE FOOD SERVICE CONTRACTS	45
C100 REVIEW CORRESPONDENCE OR REPORTS	45
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	45
C103 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	45
A10 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDARD OPERATING PROCEDURES (SOP)	45
C71 EVALUATE EMERGENCY PROCEDURES	45

TABLE XI  
SUPERVISORY PERSONNEL CLUSTER  
(GRP107)

TASKS	PERCENT MEMBERS PERFORMING
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	93
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	90
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	89
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	88
C96 PREPARE APRs	85
C95 PERFORM SELF-INSPECTIONS	85
B52 ORIENT NEWLY ASSIGNED PERSONNEL	85
A8 DEVELOP SELF-INSPECTION PROGRAMS	81
A13 ESTABLISH WORK SCHEDULES	81
A3 DETERMINE WORK PRIORITIES	79
C92 INSPECT FOODS OR BEVERAGES	79
A5 DEVELOP INSPECTION SCHEDULES	77
B32 ASSIGN PERSONNEL TO DUTY POSITIONS	75
A9 DEVELOP WORK METHODS OR PROCEDURES	75
A23 PLAN WORK ASSIGNMENTS	74
B57 SUPERVISE FOOD SERVICE SPECIALISTS (AFSC 62250)	73
A16 PARTICIPATE IN MENU PLANNING BOARDS	73
E131 ADJUST MENUS	72
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	71
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	71
A31 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	71
B51 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	70
C75 EVALUATE INDIVIDUALS FOR RECOGNITION	70
C69 EVALUATE CAUSES OF FOOD WASTE	69
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	69
C89 INLORSE AIRMAN PERFORMANCE REPORTS (APR)	67
C62 ANALYZE WORKLOAD REQUIREMENTS	67
C88 EVALUATE WORK SCHEDULES	66
B33 CONDUCT BRIEFINGS	66
A11 ESTABLISH PERFORMANCE STANDARDS	65

TABLE XI I  
FIELD SUPERVISORS  
(GRP203)

TASKS	PERCENT MEMBERS PERFORMING
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	100
C96 PREPARE APRs	95
B57 SUPERVISE FOOD SERVICE SPECIALISTS (AFSC 62250)	89
B54 SUPERVISE APPRENTICE FOOD SERVICE SPECIALISTS (AFSC 62230)	89
D111 COUNSEL TRAINEES ON TRAINING PROGRESS	84
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	79
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	79
B52 ORIENT NEWLY ASSIGNED PERSONNEL	79
B33 CONDUCT BRIEFINGS	74
B51 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	74
C89 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	68
C95 PERFORM SELF-INSPECTIONS	68
A9 DEVELOP WORK METHODS OR PROCEDURES	68
A13 ESTABLISH WORK SCHEDULES	63
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	63
C75 EVALUATE INDIVIDUALS FOR RECOGNITION	63
D121 EVALUATE TRAINING PROGRESS OF STUDENTS	63
A3 DETERMINE WORK PRIORITIES	63
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	63
D123 MAINTAIN TRAINING RECORDS, CHARTS, OR GRAPHS	58
E134 COMPLETE RECEIPT FOR TRANSFER OF CASH AND VOUCHERS FORMS (AF FORM 1305)	58
D119 EVALUATE OJT TRAINERS OR TRAINEES	58
A31 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	58
D106 ASSIGN ON-THE-JOB TRAINING (OJT) TRAINERS	58
D112 DETERMINE OJT TRAINING REQUIREMENTS	58
B56 SUPERVISE FOOD SERVICE HELPERS (AFSC 62210)	53
A23 PLAN WORK ASSIGNMENTS	53
A11 ESTABLISH PERFORMANCE STANDARDS	53
C74 EVALUATE INDIVIDUALS FOR PROMOTION, DEMOTION, OR RECLASSIFICATION	53
F191 PICK UP OR DELIVER SUBSISTENCE SUPPLIES OR EQUIPMENT	47

TABLE XIII  
DINING OPERATIONS SUPERVISORS  
(GRP242)

TASKS	PERCENT MEMBERS PERFORMING
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	97
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	95
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	93
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	90
B52 ORIENT NEWLY ASSIGNED PERSONNEL	90
A8 DEVELOP SELF-INSPECTION PROGRAMS	89
C95 PERFORM SELF-INSPECTIONS	88
C96 PREPARE APRs	88
A5 DEVELOP INSPECTION SCHEDULES	86
A3 DETERMINE WORK PRIORITIES	86
A13 ESTABLISH WORK SCHEDULES	84
A16 PARTICIPATE IN MENU PLANNING BOARDS	84
C92 INSPECT FOODS OR BEVERAGES	83
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	82
B32 ASSIGN PERSONNEL TO DUTY POSITIONS	82
A9 DEVELOP WORK METHODS OR PROCEDURES	81
C69 EVALUATE CAUSES OF FOOD WASTE	80
A31 SCHEDULE TEMPORARY DUTY, LEAVES, OR PASSES	80
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	79
C75 EVALUATE INDIVIDUALS FOR RECOGNITION	79
A23 PLAN WORK ASSIGNMENTS	78
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	78
B51 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	77
E131 ADJUST MENUS	77
C85 EVALUATE SELF-INSPECTION PROGRAMS	76
C62 ANALYZE WORKLOAD REQUIREMENTS	76
B33 CONDUCT BRIEFINGS	76
C88 EVALUATE WORK SCHEDULES	74
A17 PLAN EQUIPMENT OR FACILITY MAINTENANCE REQUIREMENTS	74
C89 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	74

TABLE XIV  
FIRST-LINE SUPERVISORS  
(GRP272)

TASKS	PERCENT MEMBERS PERFORMING
F183 INVENTORY SUBSISTENCE SUPPLIES	99
E169 PREPARE TALLY IN-OUT FORMS (AF FORM 129)	93
F192 PLACE NONPERISHABLE SUBSISTENCE SUPPLIES IN STORAGE	93
F198 ROTATE STOCK	93
F182 INSPECT INCOMING SUPPLIES	91
F193 PLACE PERISHABLE SUBSISTENCE SUPPLIES IN STORAGE	89
F180 DETERMINE QUANTITIES OF SUBSISTENCE TO BE ISSUED	89
F190 MAINTAIN SECURITY OF STORAGE AREAS	89
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	88
F200 VERIFY COST OF SUBSISTENCE ITEMS	86
F187 LOAD OR UNLOAD SUPPLIES OR EQUIPMENT	86
F201 VERIFY RECEIVING FORMS	84
E158 PREPARE INVENTORY OF CLASS QUARTERMASTER SUPPLIES FORMS (DD FORM 160)	83
C92 INSPECT FOODS OR BEVERAGES	83
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	83
F184 ISSUE SUBSISTENCE SUPPLIES	81
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	81
F199 VERIFY AMOUNT OF SHIPMENTS BY COUNT OR WEIGHT	80
C95 PERFORM SELF-INSPECTIONS	80
E167 PREPARE SUBSISTENCE REQUEST FORMS (AF FORM 287)	79
F191 PICK UP OR DELIVER SUBSISTENCE SUPPLIES OR EQUIPMENT	78
E131 ADJUST MENUS	75
A13 ESTABLISH WORK SCHEDULES	75
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	74
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	74
B52 ORIENT NEWLY ASSIGNED PERSONNEL	74
B57 SUPERVISE FOOD SERVICE SPECIALISTS (AFSC 62250)	73
A23 PLAN WORK ASSIGNMENTS	73
A3 DETERMINE WORK PRIORITIES	73
A8 DEVELOP SELF-INSPECTION PROGRAMS	73



TABLE XV  
MESS ATTENDANT SUPERVISORS  
(GRP187)

TASKS	PERCENT MEMBERS PERFORMING
A3 DETERMINE WORK PRIORITIES	100
A9 DEVELOP WORK METHODS OR PROCEDURES	83
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	83
B33 CONDUCT BRIEFINGS	83
C95 PERFORM SELF-INSPECTIONS	83
B32 ASSIGN PERSONNEL TO DUTY POSITIONS	83
A28 PREPARE JOB DESCRIPTIONS	67
A8 DEVELOP SELF-INSPECTION PROGRAMS	67
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	50
B47 IMPLEMENT SAFETY PROGRAMS	33
C77 EVALUATE JOB DESCRIPTIONS	33
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	33
D109 CONDUCT SAFETY TRAINING	33
A2 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	33
A11 ESTABLISH PERFORMANCE STANDARDS	33
B46 IMPLEMENT QUALITY CONTROL STANDARDS	33
B52 ORIENT NEWLY ASSIGNED PERSONNEL	33
A23 PLAN WORK ASSIGNMENTS	33
B60 SUPERVISE PERSONNEL WITH AFSCs OTHER THAN 622X0	17
B42 DIRECT MAINTENANCE OR UTILIZATION OF EQUIPMENT	17
B56 SUPERVISE FOOD SERVICE HELPERS (AFSC 62210)	17
E137 CONDUCT CONSUMER LEVEL QUALITY AUDIT PROGRAM (COLEQUAP) SURVEYS	17
E133 COLLECT CASH FOR MEALS SOLD	17
B49 IMPLEMENT SELF-INSPECTION PROGRAMS	17
B51 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	17
A13 ESTABLISH WORK SCHEDULES	17
C94 INVESTIGATE ACCIDENTS OR INCIDENTS	17
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	17

TABLE XVI  
FIELD QUALITY ASSURANCE EVALUATION PERSONNEL  
(GRP119)

TASKS	PERCENT MEMBERS PERFORMING
C72 EVALUATE FOOD SERVICE CONTRACTOR PERFORMANCE	100
C63 CONDUCT FOOD SERVICE FACILITY INSPECTIONS	93
C92 INSPECT FOODS OR BEVERAGES	67
C64 CONDUCT PERSONNEL HYGIENE INSPECTIONS	67
F183 INVENTORY SUBSISTENCE SUPPLIES	53
C66 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES	47
A15 PARTICIPATE IN MEETINGS, SUCH AS STAFF MEETINGS, BRIEFINGS, CONFERENCES, OR WORKSHOPS	47
F182 INSPECT INCOMING SUPPLIES	40
C73 EVALUATE FOOD SERVICE CONTRACTS	40
C68 EVALUATE CAUSES OF FAULTY FOOD PRODUCTS	40
C81 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	40
C69 EVALUATE CAUSES OF FOOD WASTE	40
C91 INSPECT CLEANLINESS OF SUBSISTENCE TRANSPORT VEHICLES	40
C70 EVALUATE COMPLIANCE WITH PERFORMANCE STANDARDS	33
B52 ORIENT NEWLY ASSIGNED PERSONNEL	33
C100 REVIEW CORRESPONDENCE OR REPORTS	27
C96 PREPARE APRs	27
C85 EVALUATE SELF-INSPECTION PROGRAMS	20
A13 ESTABLISH WORK SCHEDULES	20
B37 COUNSEL PERSONNEL ON PERSONAL OR MILITARY RELATED MATTERS	20
A1 DETERMINE BUDGET OR FINANCIAL REQUIREMENTS	20
B33 CONDUCT BRIEFINGS	20
C99 PREPARE REPLIES TO INSPECTION REPORTS	13
C101 SERVE ON INSPECTION TEAMS	13
A19 PLAN SAFETY PROGRAMS	13
E144 MAINTAIN FOOD SERVICE PUBLICATIONS, REGULATIONS, OR MANUALS	13
B51 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	13
C78 EVALUATE MAINTENANCE OF PUBLICATION LIBRARIES	13
B61 WRITE CORRESPONDENCE	13
C76 EVALUATE INSPECTION REPORTS OR PROCEDURES	13